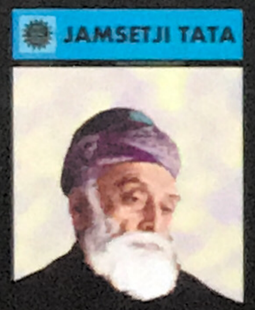
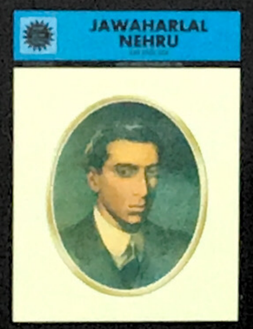
VISIONARIES

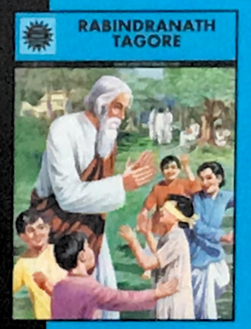
J.R.D. TATA

A reputed national airline, world-renowned scientific and medical institutions, an industrial empire catering to a nation's needs from tea to trucks and from cosmetics to common salt – how did he achieve so much? With hard work, humility and value for tradition, but also with an overwhelming desire for progress. Moreover, his spirit of adventure soared higher than the planes he so skilfully piloted.

OTHER ACK VISIONARIES:







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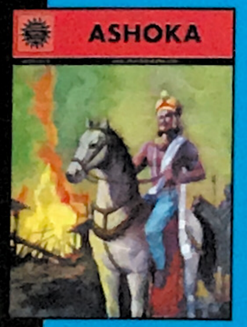

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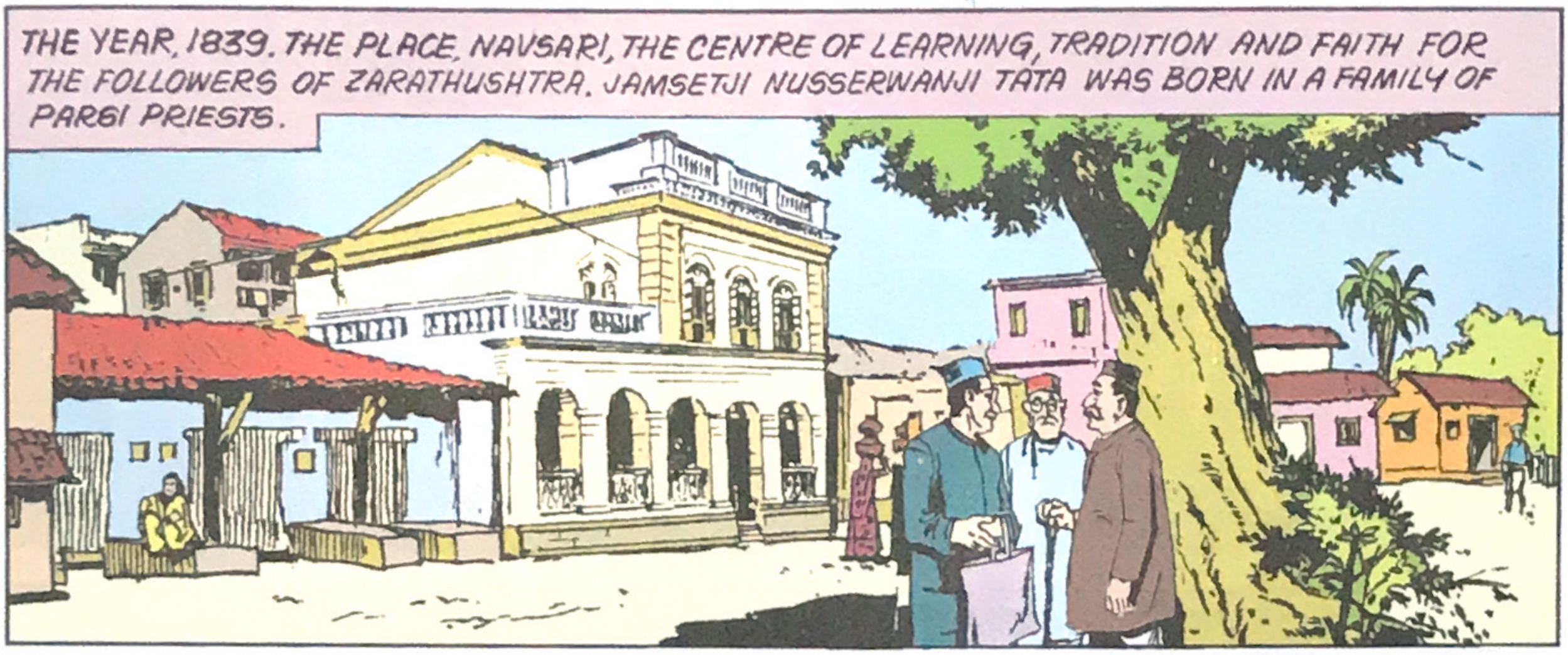
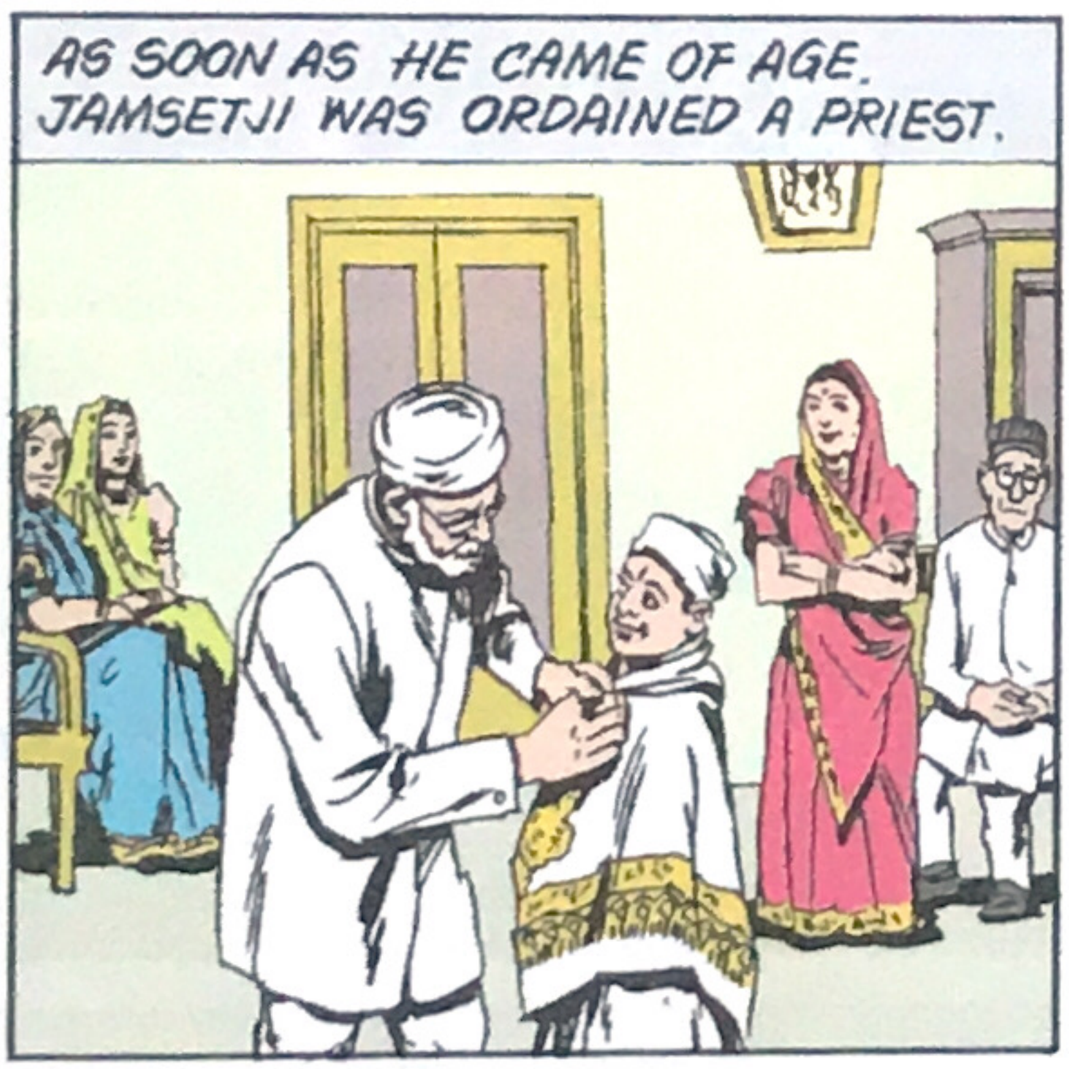
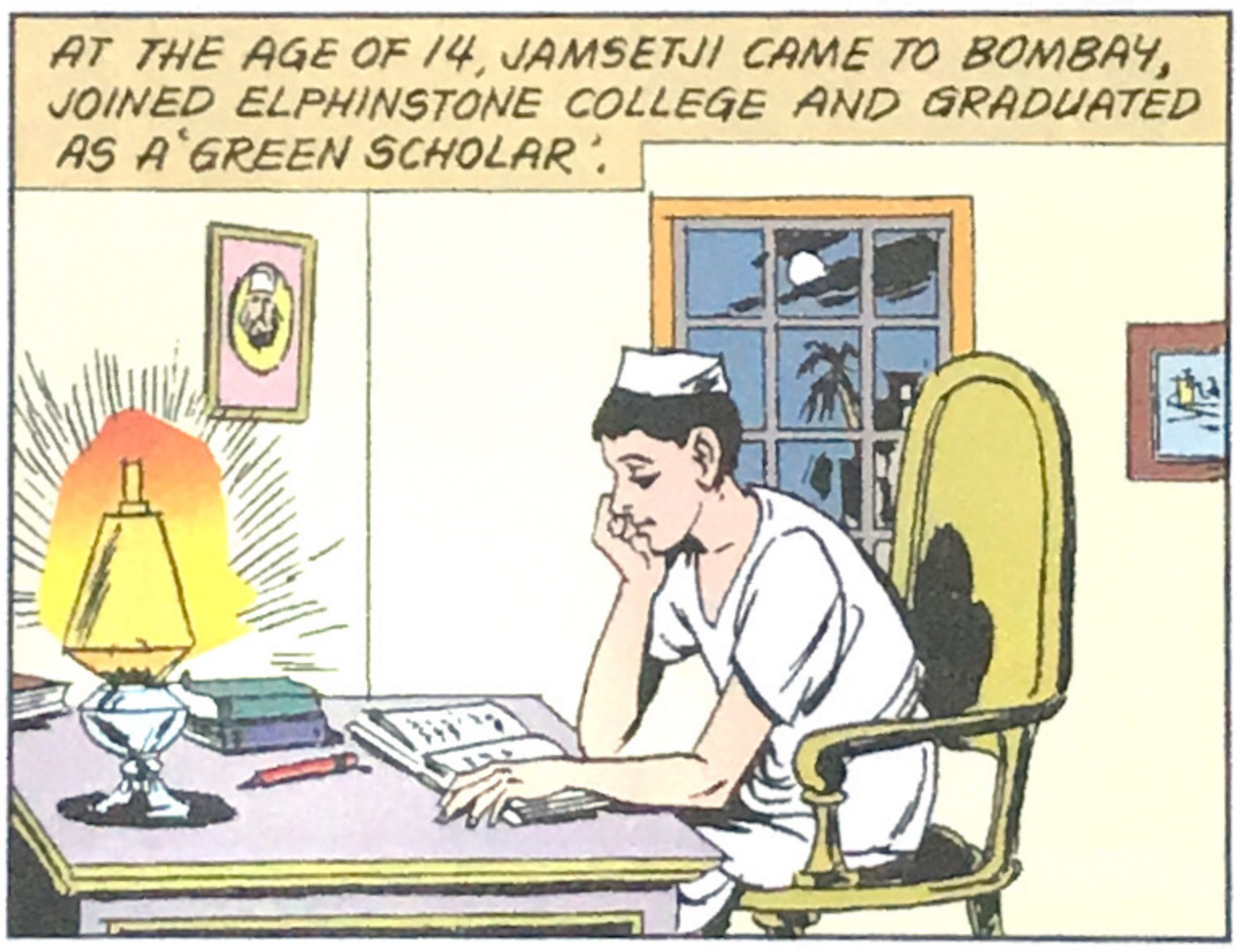
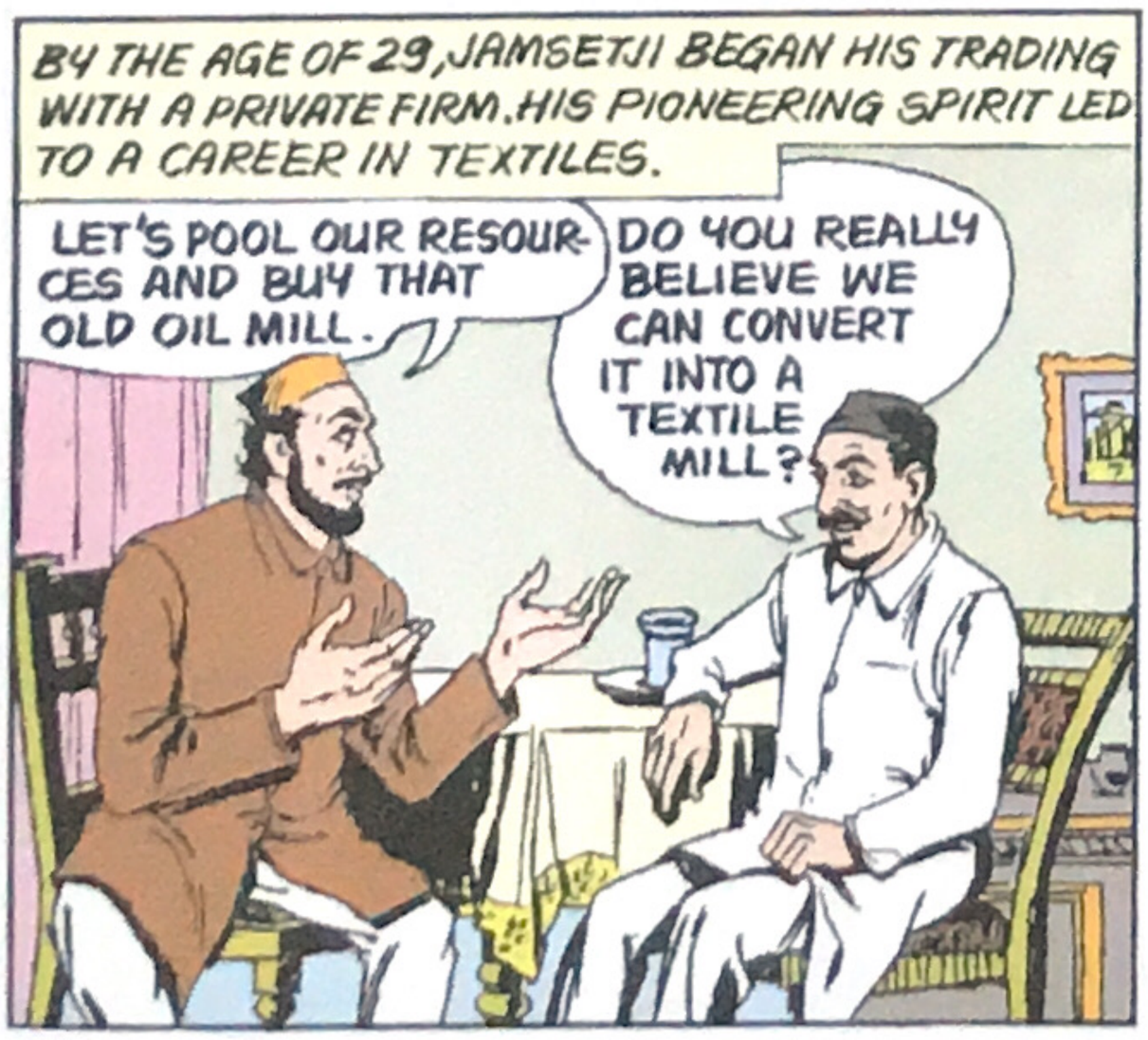
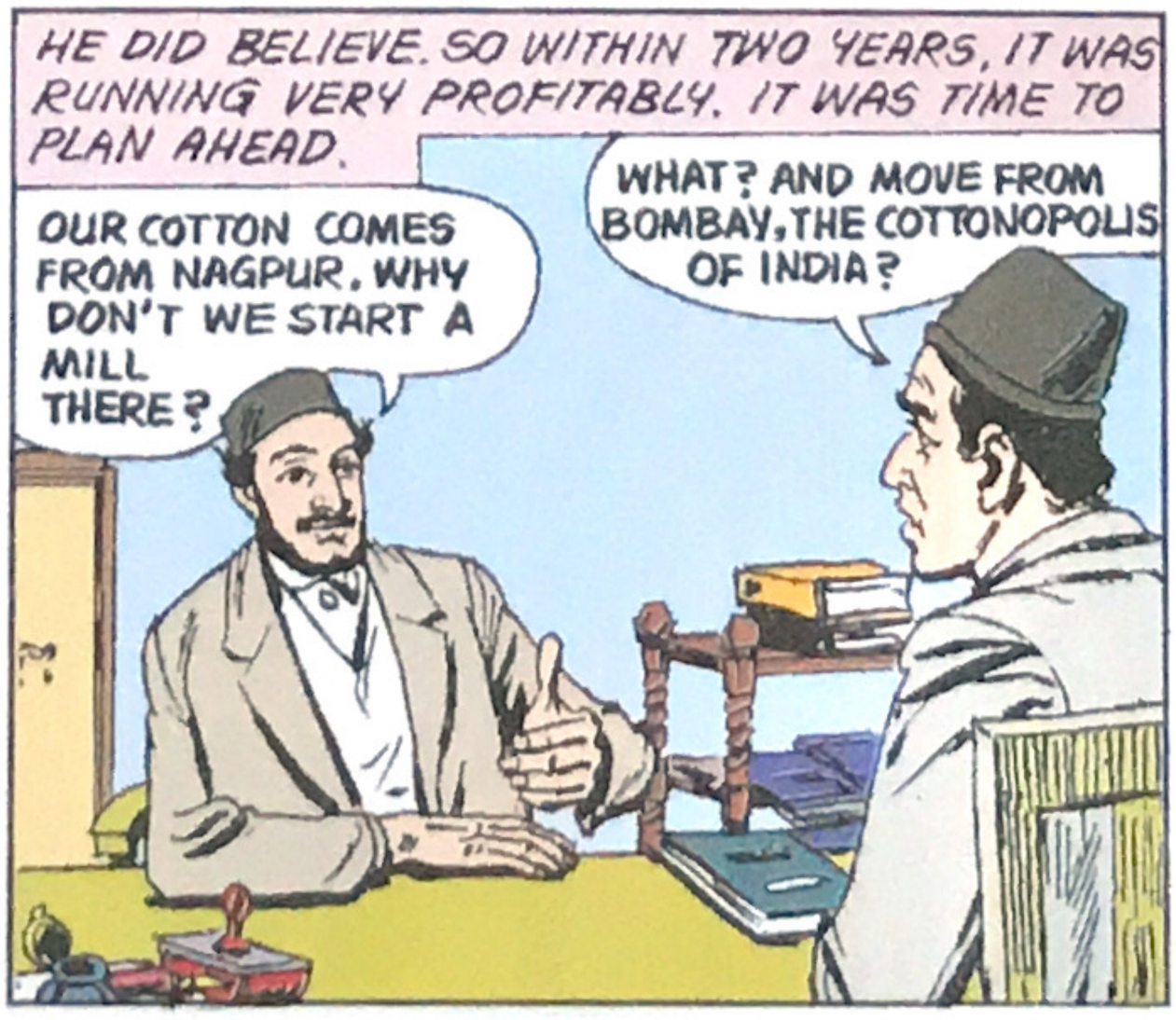






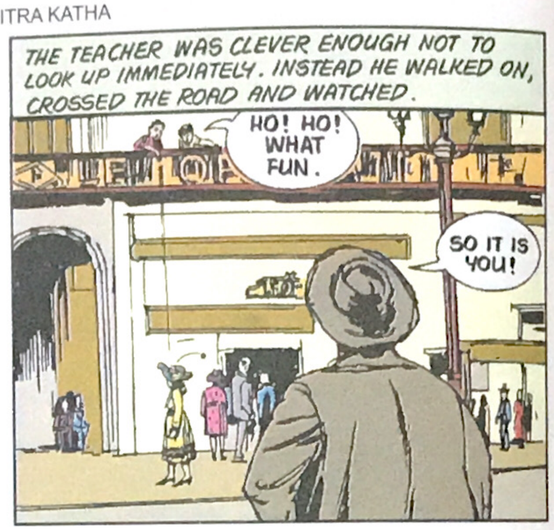


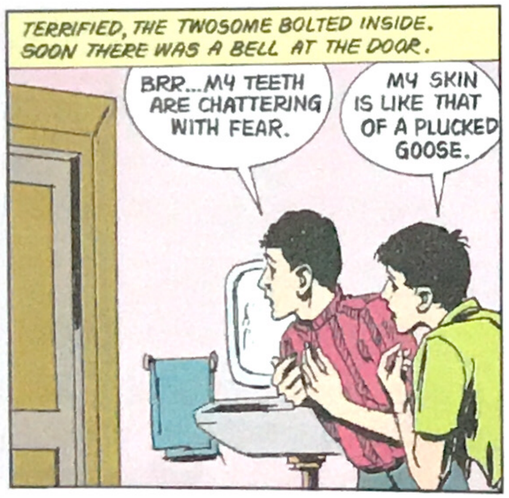


BUT JAMSETJI WAS A MAN OF VISION AND ENTERPRISE. ON JANUARY 1, 1877 (THE DAY QUEEN VICTORIA WAS FORMALLY PROCLAIMED EMPRESS OF INDIA) THE EMPRESS MILLS WERE INAUGURATED AT NAGPUR.
EAGER TO USHER INDIA INTO THE AGE OF INDUSTRIALISATION, JAMSETJI CONCEIVED OF THE FIRST STEEL PLANT, THE FIRST HYDRO-ELECTRIC PROJECT AND A UNIVERSITY OF SCIENCE. IN 1887 HE SET UP TATA AND SONS.
WE WILL BUILD A CITY OF STEEL WITH WIDE STREETS PLANTED WITH SHADY TREES, LAWNS AND GARDENS, TEMPLES, MOSQUES AND CHURCHES.
BUT SOME OF HIS DREAMS WERE NOT FULFILLED WHEN IN 1904, AT BAD NAUHEIM IN GERMANY, HE FELL SERIOUSLY ILL. AT HIS BEDSIDE WAS HIS COUSIN, RATANJI DADABHOY OR R.D.
YOU AND MY SON, DORAB, MUST CONTINUE MY WORK. IF YOU CANNOT MAKE IT GREATER, AT LEAST PRESERVE IT.
JAMSETJI DIED ON MAY 19, 1904. R.D. WAS AT HIS BEDSIDE BUT AGREED TO WORK TO FULFIL THE WISHES OF J.N. TATA.
WHAT A MASSIVE TASK WE HAVE AHEAD!
HE SAID WE MUST GO ON DOING HIS WORK.
SEVENTY ONE DAYS LATER, IN PARIS WAS BORN TO R.D. AND HIS LOVELY FRENCH WIFE SOONI, A SECOND CHILD, A SON.
WHAT SHALL WE NAME HIM?
JEHANGIR, THE PERSIAN WORD FOR CONQUEROR OF THE WORLD.
JEHANGIR DURING HIS CHILDHOOD KEPT SHUTTLING BETWEEN MUMBAI AND PARIS WITH HIS FAMILY.
JEHANGIR! YOU ARE BETTER AT FRENCH THAN AT ENGLISH.
WE SPEAK FRENCH AT HOME, MADAME.

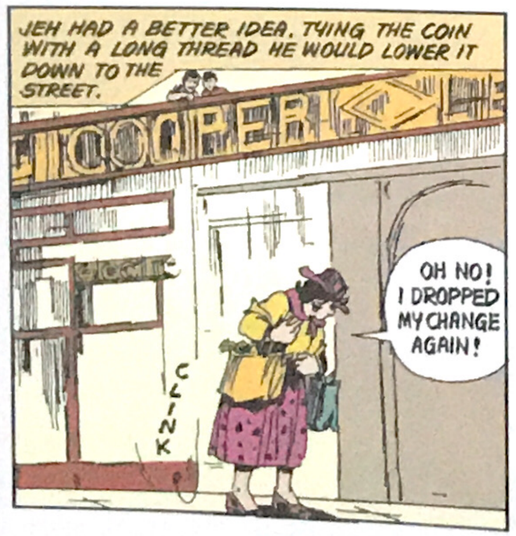
BESIDES THE LANGUAGE HURDLE, THE SYLLABUS BORED HIM.
TODAY WE SHALL STUDY THE NORMAN KINGS.
WHY SHOULD ANYONE ON EARTH STUDY ENGLISH HISTORY? WE SHOULD LEARN ABOUT INDIA!
WHAT ABOUT AURANGZEB.
WHACK
A TIGHT SMACK FROM THE TEACHER WAS THE REWARD FOR CURIOSITY!
THE SCHOOL, JANSON DE SAILLY, AT PARIS WAS MUCH MORE EXCITING.
HOW MANY PROBLEMS OF TRIGONOMETRY HAVE YOU FINISHED, JEHANGIR?
TROIS QUATRE-CINQ MADEMOISELLE.*
* COUNTING IN FRENCH BECAME A LIFELONG HABIT FOR JEH.
SCHOOL DAYS WERE NOT ALL WORK AND NO PLAY FOR JEH. THERE WERE PRANKS AND PLENTY OF THEM.
HURRY UP! BRING THE PEAS, QUICK!
SHH!
STRAW HATS WERE IN FASHION. PEAS AND PELLETS DROPPING ON HATS OF PASSERS-BY MADE A DELIGHTFUL SOUND.
TEE HEE!
GIGGLE GIGGLE!
PING!
ONCE —
COME ON JEH — DUCK!
JUST ONE MORE.

MON DIEU! IT'S OUR TEACHER
PHEW! HE DIDN'T NOTICE OR WE'D HAVE BEEN SKINNED ALIVE.
COOPER

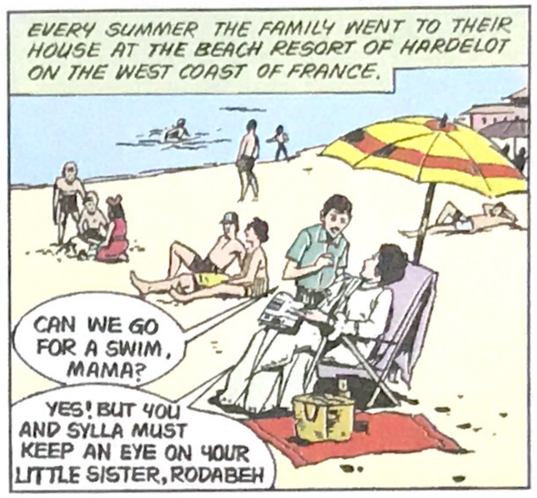

THE TEACHER WAS CLEVER ENOUGH NOT TO LOOK UP IMMEDIATELY. INSTEAD HE WALKED ON, CROSSED THE ROAD AND WATCHED.
HO! HO! WHAT FUN.
SO IT IS YOU!

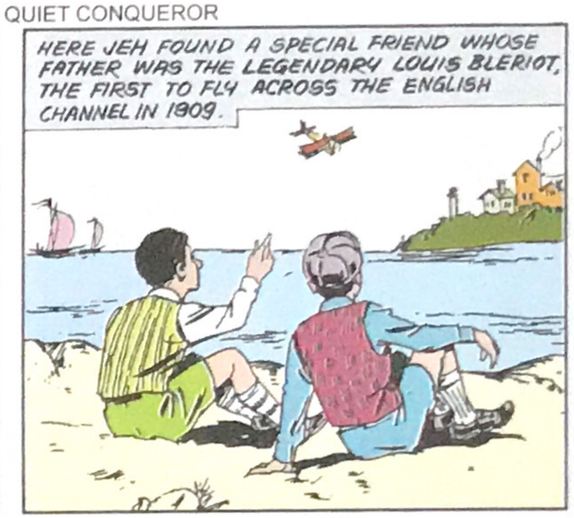

TERRIFIED, THE TWOSOME BOLTED INSIDE. SOON THERE WAS A BELL AT THE DOOR.
BRR...MY TEETH ARE CHATTERING WITH FEAR.
MY SKIN IS LIKE THAT OF A PLUCKED GOOSE.

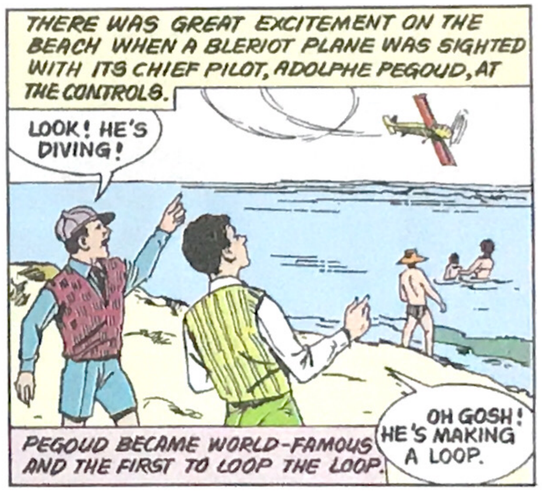
THIS EXPERIENCE DID NOT END THEIR MISCHIEF. IT ONLY ALTERED IT.
BRING A LONG THREAD AND A COIN.
ARE YOU GOING TO DO SOME MAGIC?

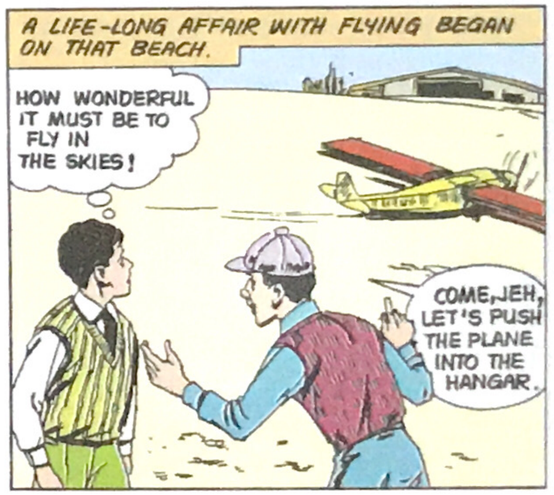

JEH HAD A BETTER IDEA. TYING THE COIN WITH A LONG THREAD HE WOULD LOWER IT DOWN TO THE STREET.
COOPER
OH NO! I DROPPED MY CHANGE AGAIN!
CLINK

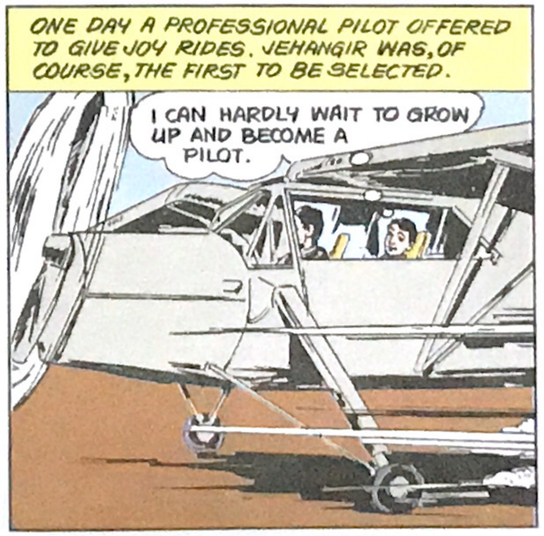
ANXIOUS PEDESTRIANS WOULD LOOK AROUND FRANTICALLY FOR THEIR DROPPED CHANGE— OF COURSE TO NO AVAIL.
PULL IT UP! QUICK.

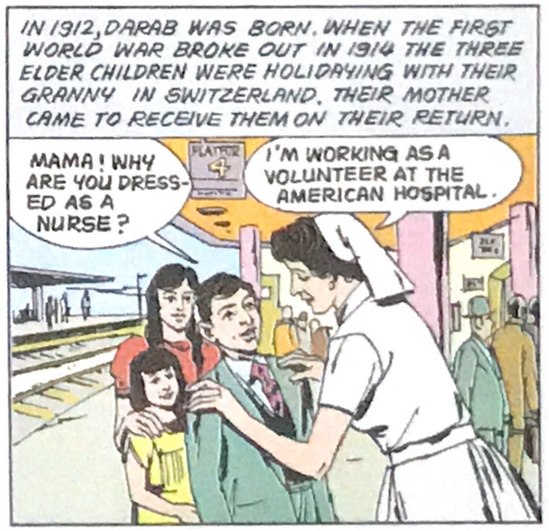

EVERY SUMMER THE FAMILY WENT TO THEIR HOUSE AT THE BEACH RESORT OF HARDELOT ON THE WEST COAST OF FRANCE.
CAN WE GO FOR A SWIM, MAMA?
YES! BUT YOU AND SYLLA MUST KEEP AN EYE ON YOUR LITTLE SISTER, RODABEH

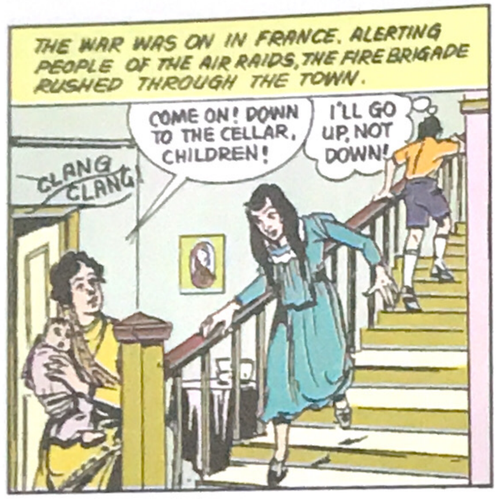

HERE JEH FOUND A SPECIAL FRIEND WHOSE FATHER WAS THE LEGENDARY LOUIS BLERIOT, THE FIRST TO FLY ACROSS THE ENGLISH CHANNEL IN 1909.

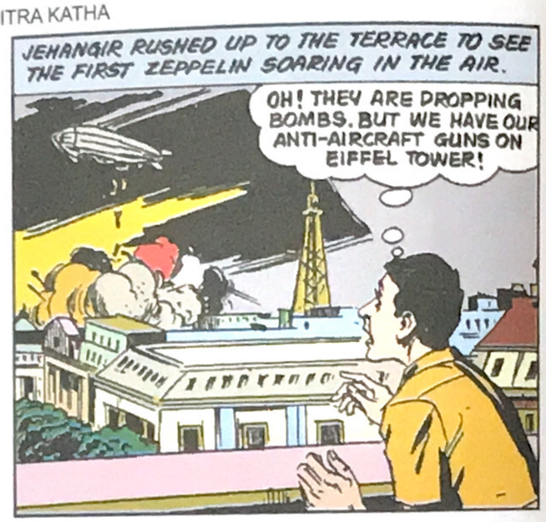

THERE WAS GREAT EXCITEMENT ON THE BEACH WHEN A BLERIOT PLANE WAS SIGHTED WITH ITS CHIEF PILOT, ADOLPHE PEGOUD, AT THE CONTROLS.
LOOK! HE'S DIVING!
OH GOSH! HE'S MAKING A LOOP.
PEGOUD BECAME WORLD-FAMOUS AND THE FIRST TO LOOP THE LOOP.

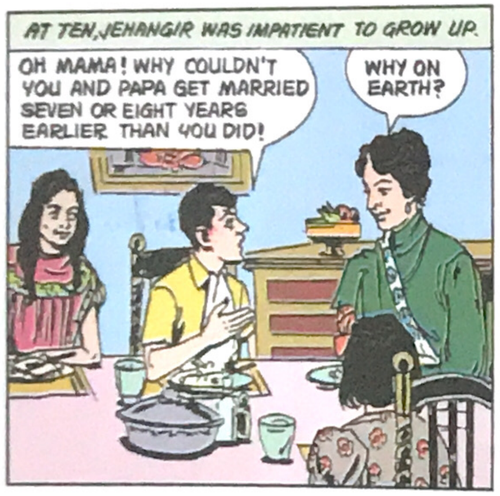

A LIFE-LONG AFFAIR WITH FLYING BEGAN ON THAT BEACH.
HOW WONDERFUL IT MUST BE TO FLY IN THE SKIES!
COME, JEH, LET'S PUSH THE PLANE INTO THE HANGAR.


ONE DAY A PROFESSIONAL PILOT OFFERED TO GIVE JOY RIDES. JEHANGIR WAS, OF COURSE, THE FIRST TO BE SELECTED.
I CAN HARDLY WAIT TO GROW UP AND BECOME A PILOT.

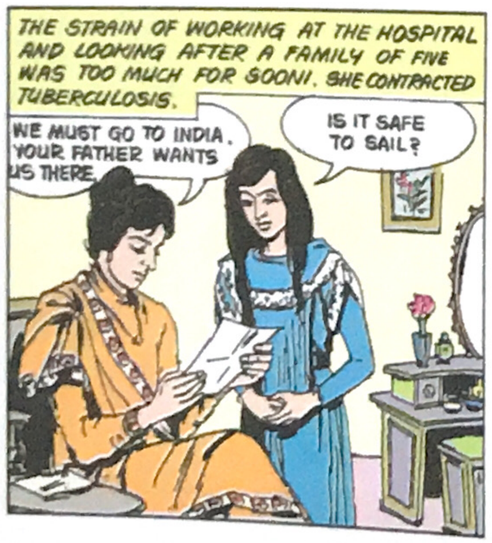

IN 1912, DARAB WAS BORN. WHEN THE FIRST WORLD WAR BROKE OUT IN 1914 THE THREE ELDER CHILDREN WERE HOLIDAYING WITH THEIR GRANNY IN SWITZERLAND. THEIR MOTHER CAME TO RECEIVE THEM ON THEIR RETURN.
MAMA! WHY ARE YOU DRESSED AS A NURSE?
I'M WORKING AS A VOLUNTEER AT THE AMERICAN HOSPITAL.

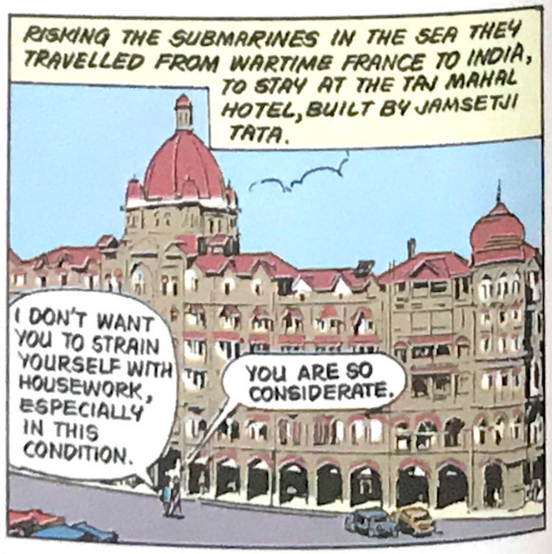

THE WAR WAS ON IN FRANCE. ALERTING PEOPLE OF THE AIR RAIDS, THE FIRE BRIGADE RUSHED THROUGH THE TOWN.
CLANG CLANG
COME ON! DOWN TO THE CELLAR, CHILDREN!
I'LL GO UP, NOT DOWN!

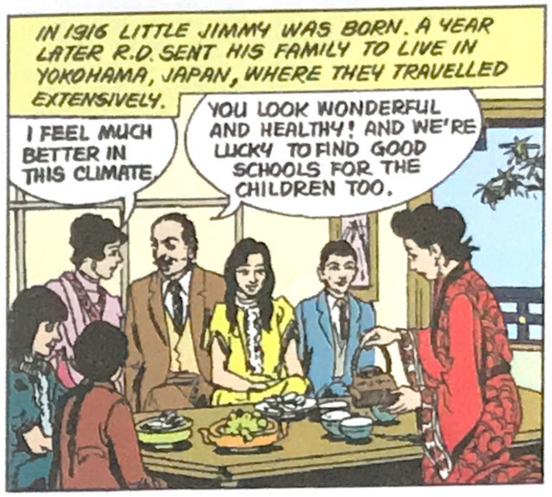

JEHANGIR RUSHED UP TO THE TERRACE TO SEE THE FIRST ZEPPELIN SOARING IN THE AIR.
OH! THEY ARE DROPPING BOMBS. BUT WE HAVE OUR ANTI-AIRCRAFT GUNS ON EIFFEL TOWER!

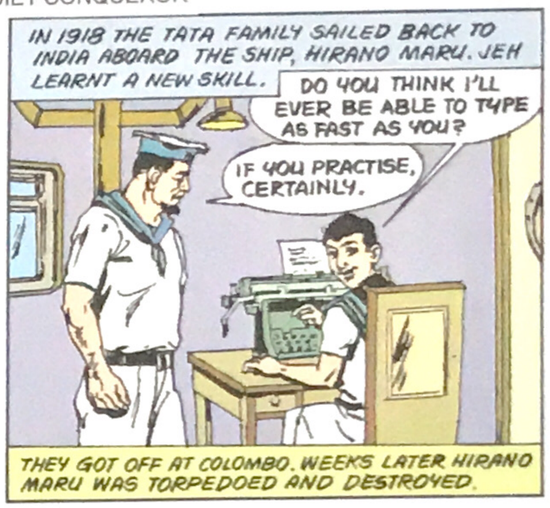

AT TEN, JEHANGIR WAS IMPATIENT TO GROW UP.
OH MAMA! WHY COULDN'T YOU AND PAPA GET MARRIED SEVEN OR EIGHT YEARS EARLIER THAN YOU DID!
WHY ON EARTH?

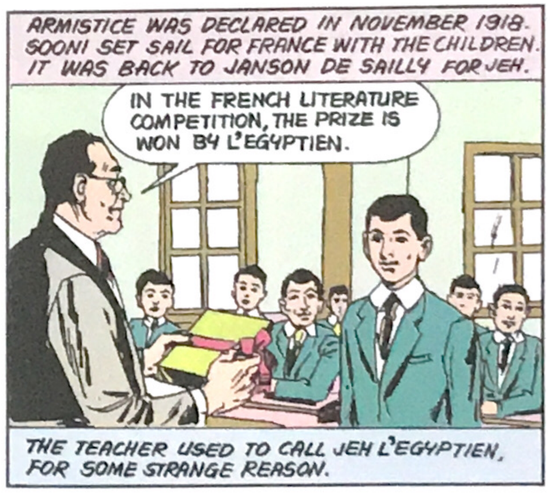
I'D HAVE BEEN OLD ENOUGH TO BECOME A FIGHTER PILOT. NOW I HOPE THE WAR LASTS LONG ENOUGH FOR ME TO ENLIST
IF YOU ONLY SAW WHAT I DID AT THE HOSPITAL YOU'D WISH THAT THE WAR WOULD BE OVER SOON.

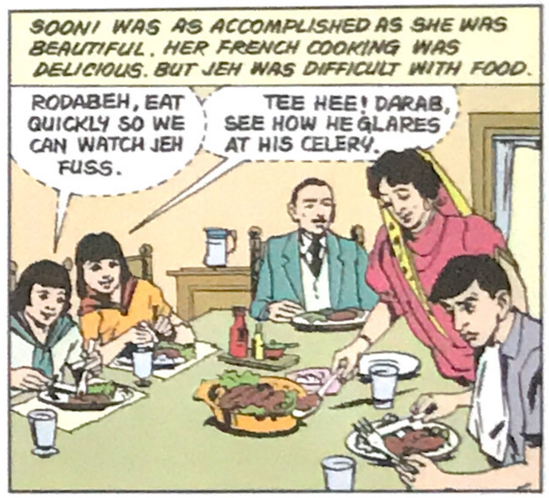

THE STRAIN OF WORKING AT THE HOSPITAL AND LOOKING AFTER A FAMILY OF FIVE WAS TOO MUCH FOR SOONI. SHE CONTRACTED TUBERCULOSIS.
WE MUST GO TO INDIA. YOUR FATHER WANTS US THERE.
IS IT SAFE TO SAIL?


RISKING THE SUBMARINES IN THE SEA THEY TRAVELLED FROM WARTIME FRANCE TO INDIA, TO STAY AT THE TAJ MAHAL HOTEL, BUILT BY JAMSETJI TATA.
I DON'T WANT YOU TO STRAIN YOURSELF WITH HOUSEWORK, ESPECIALLY IN THIS CONDITION.
YOU ARE SO CONSIDERATE.


IN 1916 LITTLE JIMMY WAS BORN. A YEAR LATER R.D. SENT HIS FAMILY TO LIVE IN YOKOHAMA, JAPAN, WHERE THEY TRAVELLED EXTENSIVELY.
I FEEL MUCH BETTER IN THIS CLIMATE.
YOU LOOK WONDERFUL AND HEALTHY! AND WE'RE LUCKY TO FIND GOOD SCHOOLS FOR THE CHILDREN TOO.

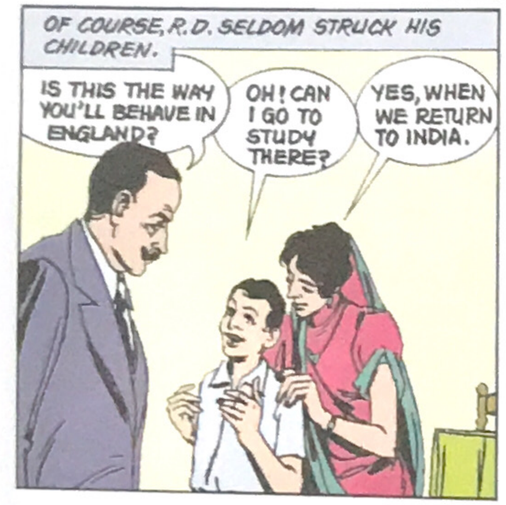

IN 1918 THE TATA FAMILY SAILED BACK TO INDIA ABOARD THE SHIP, HIRANO MARU. JEH LEARNT A NEW SKILL.
DO YOU THINK I'LL EVER BE ABLE TO TYPE AS FAST AS YOU?
IF YOU PRACTISE, CERTAINLY.
THEY GOT OFF AT COLOMBO. WEEKS LATER HIRANO MARU WAS TORPEDOED AND DESTROYED.


ARMISTICE WAS DECLARED IN NOVEMBER 1918. SOONI SET SAIL FOR FRANCE WITH THE CHILDREN. IT WAS BACK TO JANSON DE SAILLY FOR JEH.
IN THE FRENCH LITERATURE COMPETITION, THE PRIZE IS WON BY L'EGYPTIEN.
THE TEACHER USED TO CALL JEH L'EGYPTIEN, FOR SOME STRANGE REASON.


SOONI WAS AS ACCOMPLISHED AS SHE WAS BEAUTIFUL. HER FRENCH COOKING WAS DELICIOUS. BUT JEH WAS DIFFICULT WITH FOOD.
RODABEH, EAT QUICKLY SO WE CAN WATCH JEH FUSS.
TEE HEE! DARAB, SEE HOW HE GLARES AT HIS CELERY.

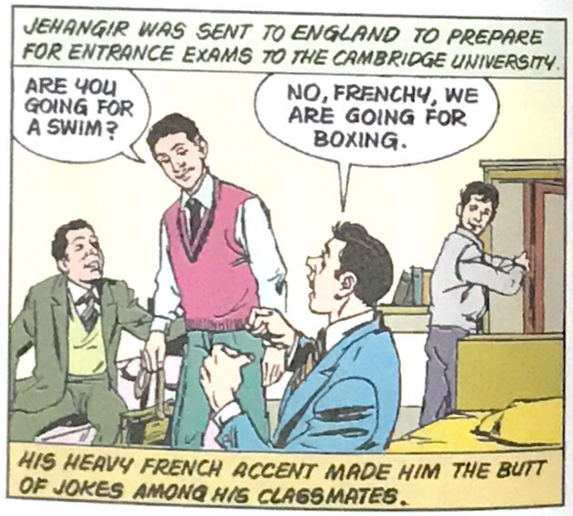
EAT YOUR CELERY.
BUT I DON'T LIKE IT.

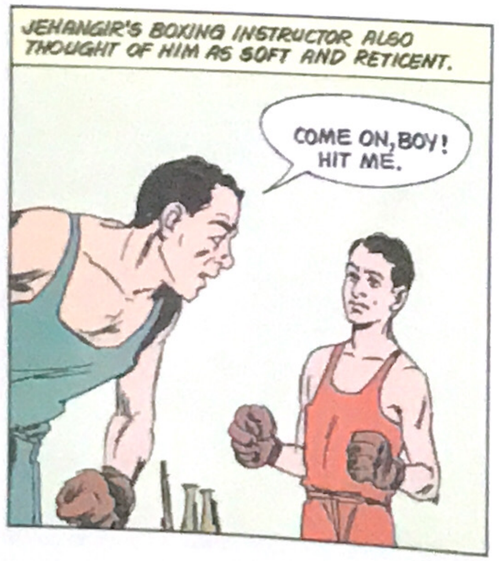
R.D. NOTICED JEH FUSSING WITH HIS FOOD. ANGRILY, R.D. PUSHED HIS CHAIR BACK. IN A JIFFY JEH WAS UP AND RUNNING AROUND THE TABLE.
NO PAPA, NO PAPA!


OF COURSE, R.D. SELDOM STRUCK HIS CHILDREN.
IS THIS THE WAY YOU'LL BEHAVE IN ENGLAND?
OH! CAN I GO TO STUDY THERE?
YES, WHEN WE RETURN TO INDIA.

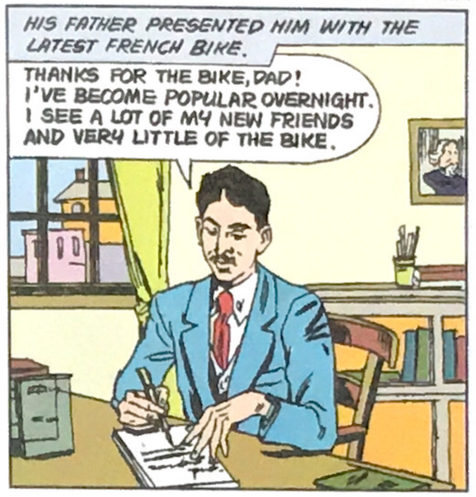
THE YEAR WAS 1922. R.D. WAS PLANNING TO BUILD A BEAUTIFUL HOUSE FOR SOONI IN BOMBAY.
LOOK! WHAT WONDERFUL DRAPES I'VE BOUGHT FOR MY DREAM HOUSE.
YOU MANAGE TO PICK THE MOST BEAUTIFUL THINGS, MAMA.

BUT HER HEALTH WAS FAILING. IN 1923, AT THE AGE OF 43, SHE DIED IN PARIS. R.D. RUSHED TO BE WITH HIS CHILDREN.
MY PRECIOUS SOONI IS NO MORE! BUT THE CHILDREN NEED ME.

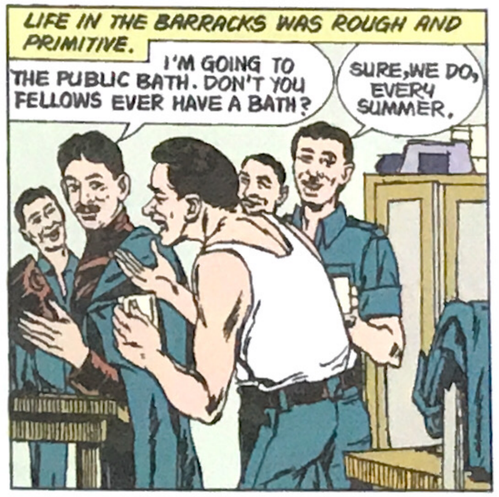

JEHANGIR WAS SENT TO ENGLAND TO PREPARE FOR ENTRANCE EXAMS TO THE CAMBRIDGE UNIVERSITY.
ARE YOU GOING FOR A SWIM?
NO, FRENCHY, WE ARE GOING FOR BOXING.
HIS HEAVY FRENCH ACCENT MADE HIM THE BUTT OF JOKES AMONG HIS CLASSMATES.


JEHANGIR'S BOXING INSTRUCTOR ALSO THOUGHT OF HIM AS SOFT AND RETICENT.
COME ON, BOY! HIT ME.

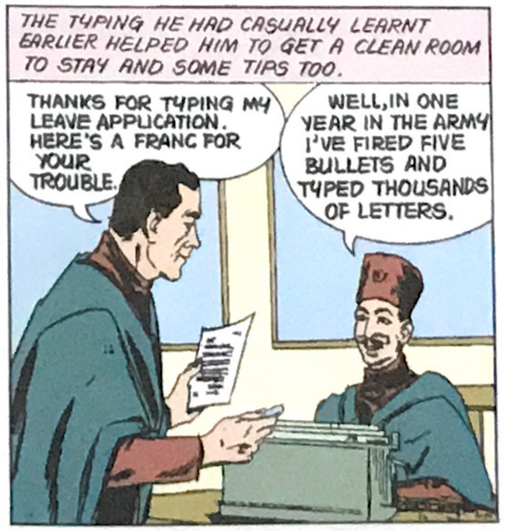
THOUGH THIN AS A REED, JEHANGIR'S PUNCH WAS POWERFUL AND SENT THE INSTRUCTOR REELING.
WHAM
THAT PUNCH WON JEHANGIR THE ADMIRATION OF HIS CLASSMATES.

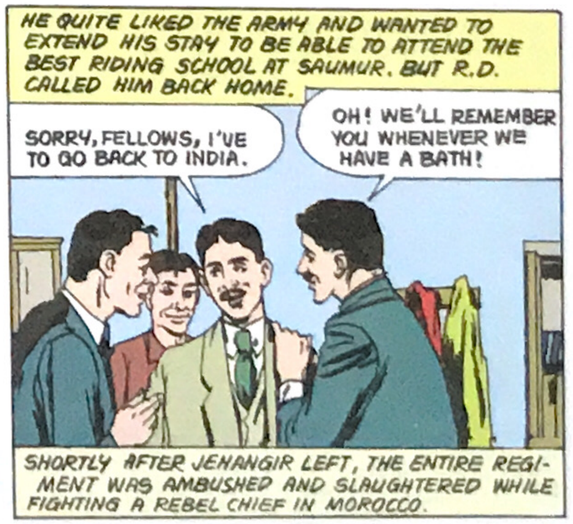

HIS FATHER PRESENTED HIM WITH THE LATEST FRENCH BIKE.
THANKS FOR THE BIKE, DAD! I'VE BECOME POPULAR OVERNIGHT. I SEE A LOT OF MY NEW FRIENDS AND VERY LITTLE OF THE BIKE.

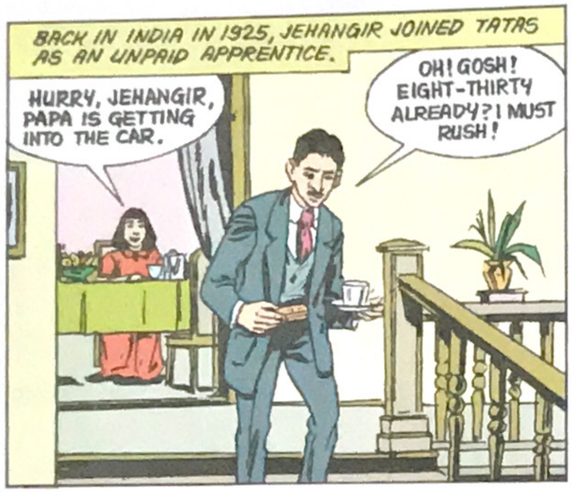
JEHANGIR'S PLANS FOR CAMBRIDGE WERE SCUTTLED BY A NEW FRENCH LAW. ALL FRENCH BOYS OF 20 HAD TO JOIN THE ARMY FOR TWO YEARS.
YOU WILL JOIN THE REGIMENT 'LE SAPHIS'. AS THE ELDEST SON YOU CAN SERVE FOR JUST ONE YEAR.
A CAVALRY REGIMENT. I CAN RIDE!

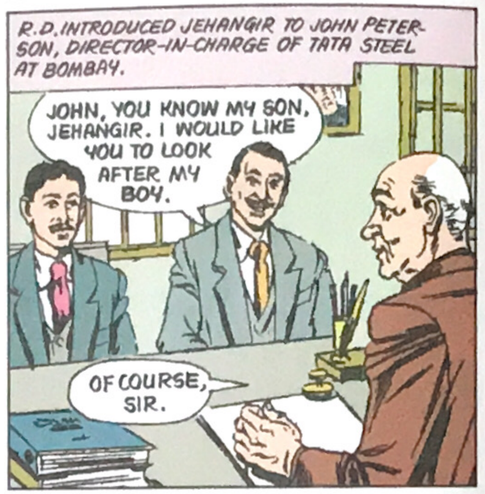

LIFE IN THE BARRACKS WAS ROUGH AND PRIMITIVE.
I'M GOING TO THE PUBLIC BATH. DON'T YOU FELLOWS EVER HAVE A BATH?
SURE, WE DO, EVERY SUMMER.

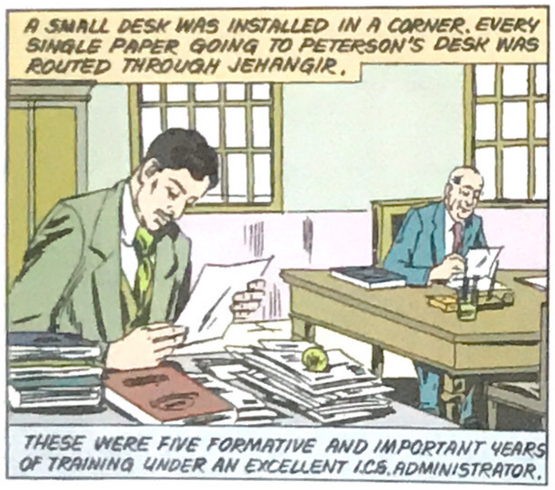
ONE DAY, JEHANGIR'S CAPTAIN DISCOVERED THAT HE WAS EDUCATED AND COULD TYPE.
FROM TODAY, YOU ARE APPOINTED AS MY SECRETARY.
GREAT! I DON'T HAVE TO WAKE UP AT FIVE-THIRTY TO GROOM MY HORSE.

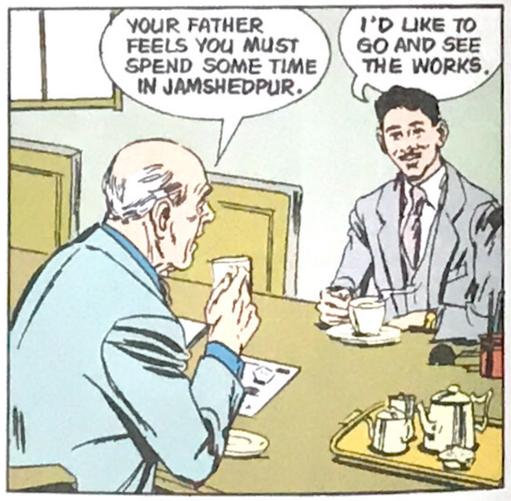

THE TYPING HE HAD CASUALLY LEARNT EARLIER HELPED HIM TO GET A CLEAN ROOM TO STAY AND SOME TIPS TOO.
THANKS FOR TYPING MY LEAVE APPLICATION. HERE'S A FRANC FOR YOUR TROUBLE.
WELL, IN ONE YEAR IN THE ARMY I'VE FIRED FIVE BULLETS AND TYPED THOUSANDS OF LETTERS.

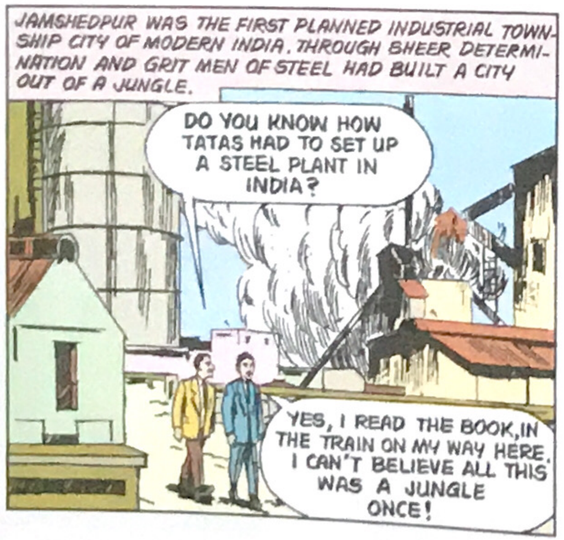

HE QUITE LIKED THE ARMY AND WANTED TO EXTEND HIS STAY TO BE ABLE TO ATTEND THE BEST RIDING SCHOOL AT SAUMUR. BUT R.D. CALLED HIM BACK HOME.
SORRY, FELLOWS, I'VE TO GO BACK TO INDIA.
OH! WE'LL REMEMBER YOU WHENEVER WE HAVE A BATH!
SHORTLY AFTER JEHANGIR LEFT, THE ENTIRE REGIMENT WAS AMBUSHED AND SLAUGHTERED WHILE FIGHTING A REBEL CHIEF IN MOROCCO.

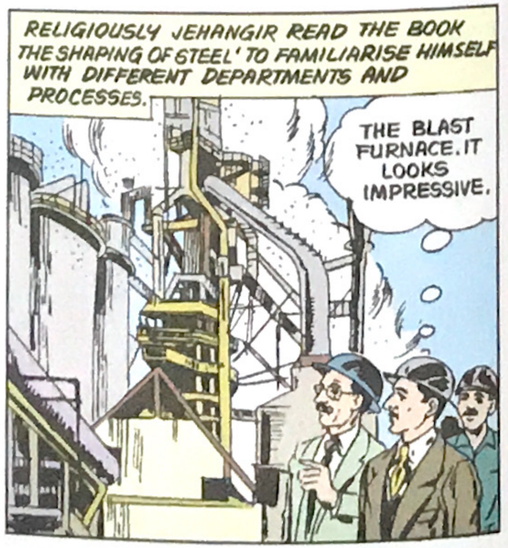

BACK IN INDIA IN 1925, JEHANGIR JOINED TATAS AS AN UNPAID APPRENTICE.
HURRY, JEHANGIR, PAPA IS GETTING INTO THE CAR.
OH! GOSH! EIGHT-THIRTY ALREADY? I MUST RUSH!

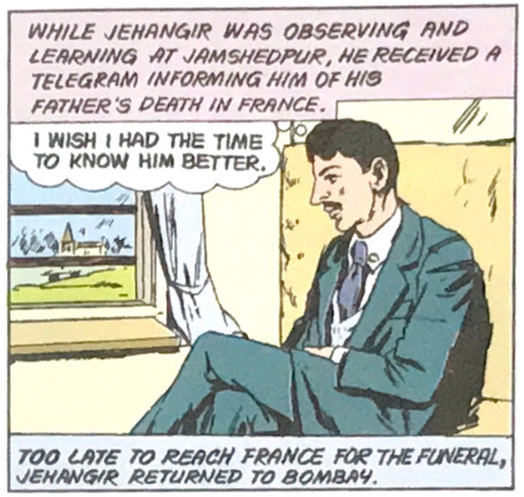

R.D. INTRODUCED JEHANGIR TO JOHN PETERSON, DIRECTOR-IN-CHARGE OF TATA STEEL AT BOMBAY.
JOHN, YOU KNOW MY SON, JEHANGIR. I WOULD LIKE YOU TO LOOK AFTER MY BOY.
OF COURSE, SIR.

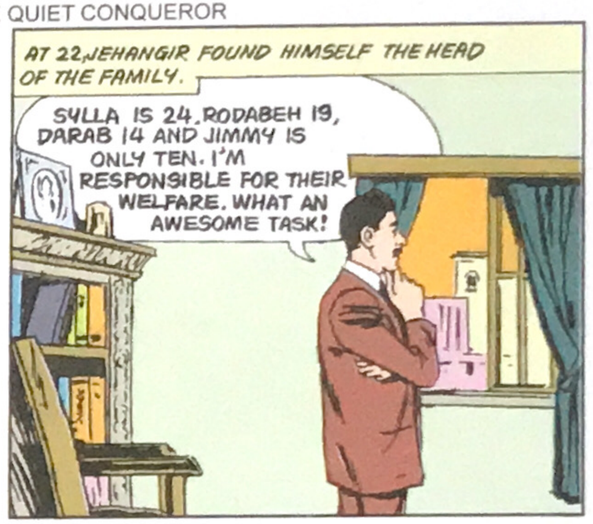

A SMALL DESK WAS INSTALLED IN A CORNER. EVERY SINGLE PAPER GOING TO PETERSON'S DESK WAS ROUTED THROUGH JEHANGIR.
THESE WERE FIVE FORMATIVE AND IMPORTANT YEARS OF TRAINING UNDER AN EXCELLENT I.C.S. ADMINISTRATOR.

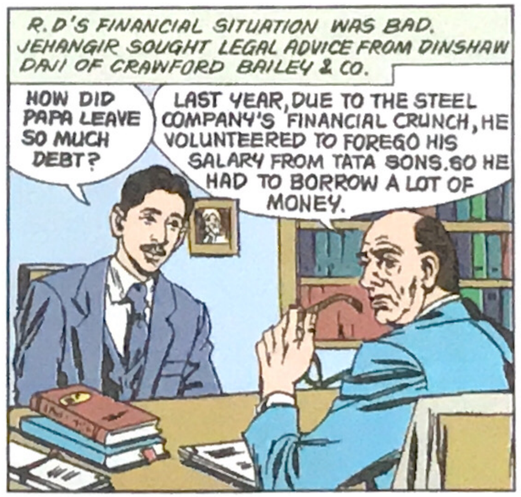

YOUR FATHER FEELS YOU MUST SPEND SOME TIME IN JAMSHEDPUR.
I'D LIKE TO GO AND SEE THE WORKS.

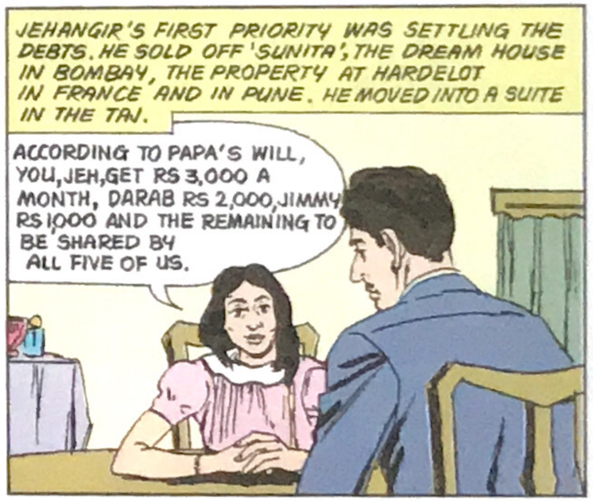

JAMSHEDPUR WAS THE FIRST PLANNED INDUSTRIAL TOWNSHIP CITY OF MODERN INDIA. THROUGH SHEER DETERMINATION AND GRIT MEN OF STEEL HAD BUILT A CITY OUT OF A JUNGLE.
DO YOU KNOW HOW TATAS HAD TO SET UP A STEEL PLANT IN INDIA?
YES, I READ THE BOOK, IN THE TRAIN ON MY WAY HERE. I CAN'T BELIEVE ALL THIS WAS A JUNGLE ONCE!

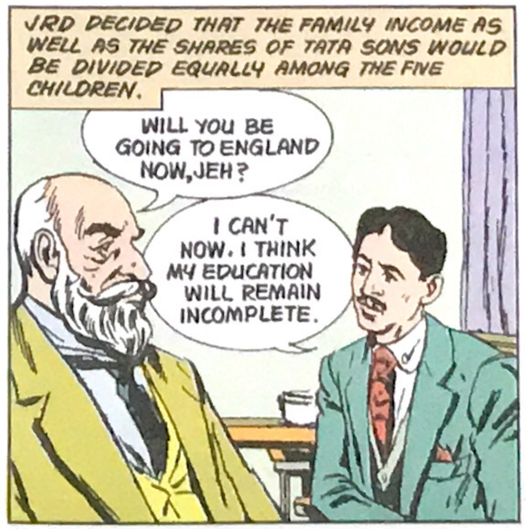

RELIGIOUSLY JEHANGIR READ THE BOOK 'THE SHAPING OF STEEL' TO FAMILIARISE HIMSELF WITH DIFFERENT DEPARTMENTS AND PROCESSES.
THE BLAST FURNACE. IT LOOKS IMPRESSIVE.

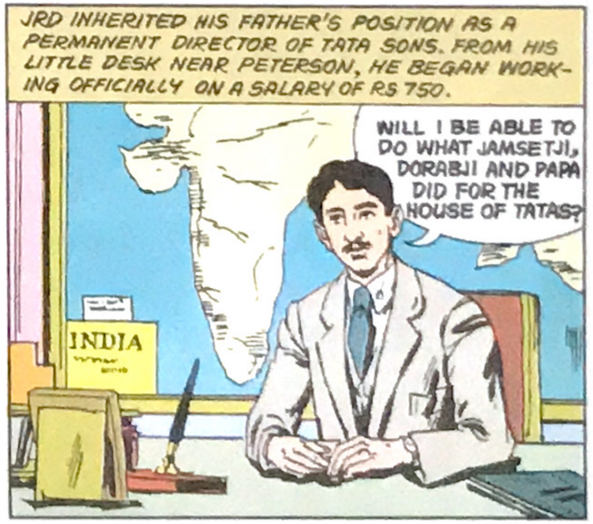

WHILE JEHANGIR WAS OBSERVING AND LEARNING AT JAMSHEDPUR, HE RECEIVED A TELEGRAM INFORMING HIM OF HIS FATHER'S DEATH IN FRANCE.
I WISH I HAD THE TIME TO KNOW HIM BETTER.
TOO LATE TO REACH FRANCE FOR THE FUNERAL, JEHANGIR RETURNED TO BOMBAY.


AT 22, JEHANGIR FOUND HIMSELF THE HEAD OF THE FAMILY.
SYLLA IS 24, RODABEH 19, DARAB 14 AND JIMMY IS ONLY TEN. I'M RESPONSIBLE FOR THEIR WELFARE. WHAT AN AWESOME TASK!


R.D'S FINANCIAL SITUATION WAS BAD. JEHANGIR SOUGHT LEGAL ADVICE FROM DINSHAW DAJI OF CRAWFORD BAILEY & CO.
HOW DID PAPA LEAVE SO MUCH DEBT?
LAST YEAR, DUE TO THE STEEL COMPANY'S FINANCIAL CRUNCH, HE VOLUNTEERED TO FOREGO HIS SALARY FROM TATA SONS. SO HE HAD TO BORROW A LOT OF MONEY.

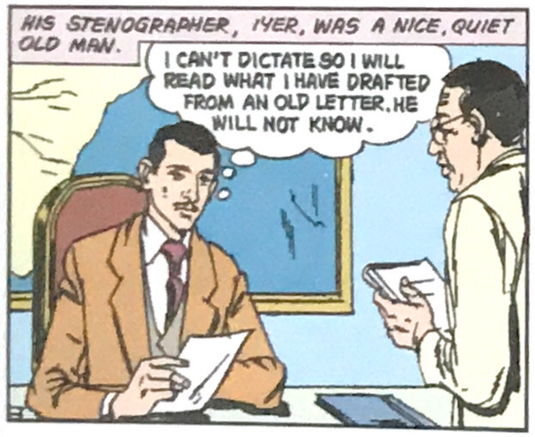

JEHANGIR'S FIRST PRIORITY WAS SETTLING THE DEBTS. HE SOLD OFF 'SUNITA', THE DREAM HOUSE IN BOMBAY, THE PROPERTY AT HARDELOT IN FRANCE AND IN PUNE. HE MOVED INTO A SUITE IN THE TAJ.
ACCORDING TO PAPA'S WILL, YOU, JEH, GET RS 3,000 A MONTH, DARAB RS 2,000, JIMMY RS 1,000 AND THE REMAINING TO BE SHARED BY ALL FIVE OF US.

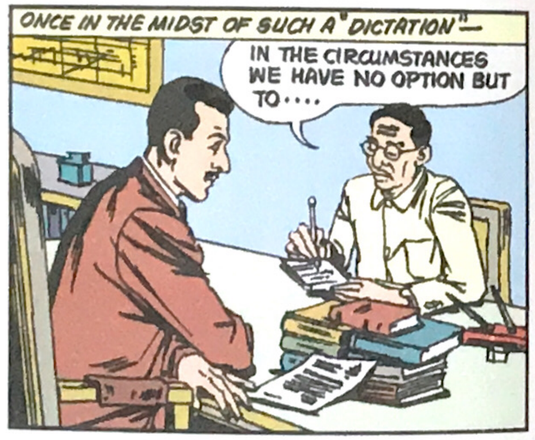

JRD DECIDED THAT THE FAMILY INCOME AS WELL AS THE SHARES OF TATA SONS WOULD BE DIVIDED EQUALLY AMONG THE FIVE CHILDREN.
WILL YOU BE GOING TO ENGLAND NOW, JEH?
I CAN'T NOW. I THINK MY EDUCATION WILL REMAIN INCOMPLETE.


JRD INHERITED HIS FATHER'S POSITION AS A PERMANENT DIRECTOR OF TATA SONS. FROM HIS LITTLE DESK NEAR PETERSON, HE BEGAN WORKING OFFICIALLY ON A SALARY OF RS 750.
WILL I BE ABLE TO DO WHAT JAMSETJI, DORABJI AND PAPA DID FOR THE HOUSE OF TATAS?
INDIA

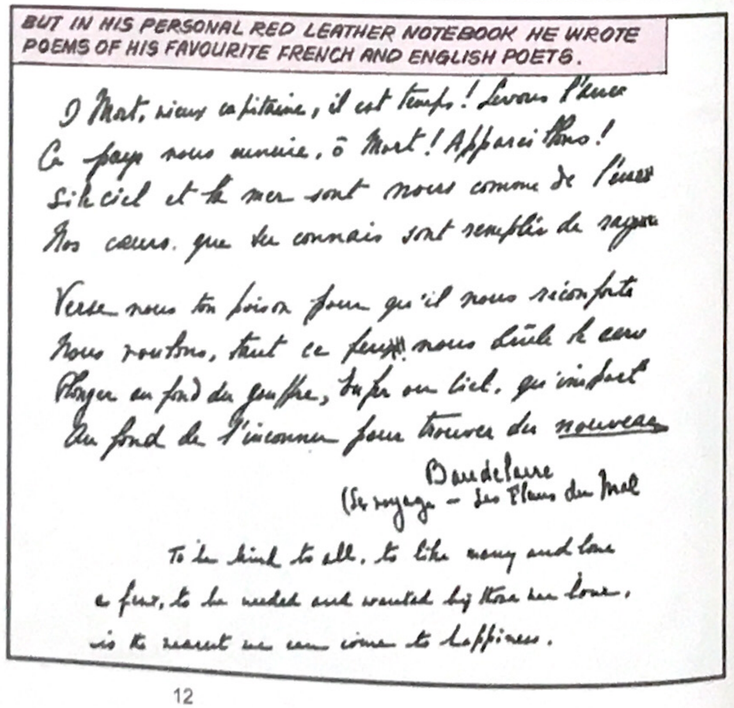
AFTER A HARD DAY AT WORK, JEHANGIR WOULD RETURN HOME TO THE TAJ TO READ FINANCIAL AND BUSINESS MAGAZINES.
JEH! YOU MUST GET SOME REST.
I WANT TO BE WORTHY OF TATAS.
THIS CHALLENGE HE POSED FOR HIMSELF WAS TO BE THE DRIVING FORCE OF HIS LIFE.

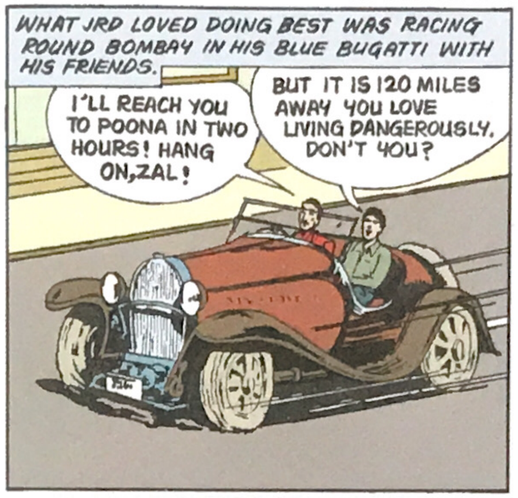
WORKING WITH PETERSON TAUGHT HIM TO CLEAR PAPERS WITH SPEED AND CLARITY. IT ALSO INGRAINED IN HIM A PASSION FOR PERFECTION.
YOU MUST LEARN TO DICTATE, OTHERWISE IT TAKES A LOT OF TIME.
BUT I CAN'T THINK IN ENGLISH. HOW CAN I DICTATE?

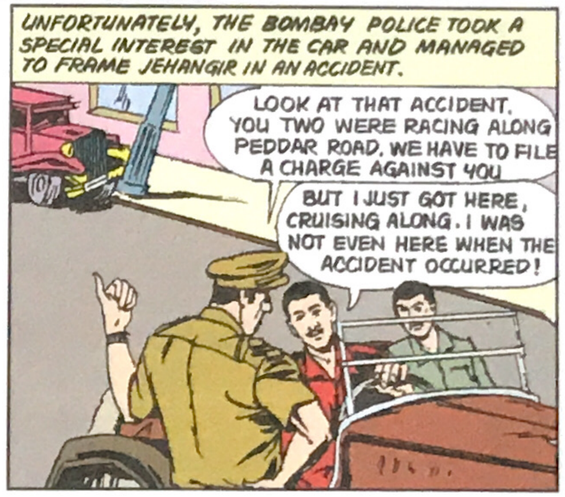

HIS STENOGRAPHER, IYER, WAS A NICE, QUIET OLD MAN.
I CAN'T DICTATE SO I WILL READ WHAT I HAVE DRAFTED FROM AN OLD LETTER. HE WILL NOT KNOW.


ONCE IN THE MIDST OF SUCH A "DICTATION"—
IN THE CIRCUMSTANCES WE HAVE NO OPTION BUT TO....

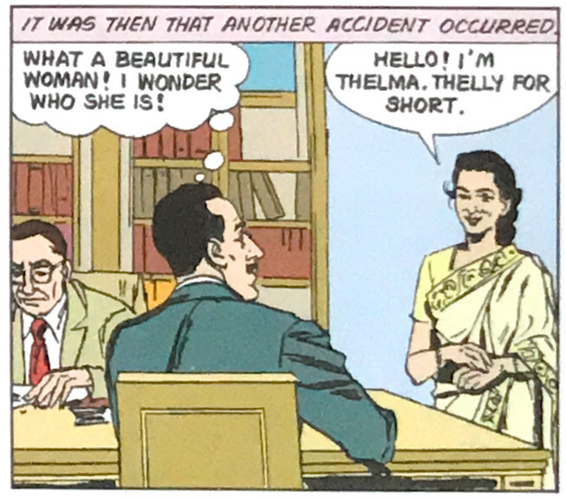
SUDDENLY A GUST OF WIND FROM THE CEILING FAN BLEW THE SECRET PAPER OFF THE TABLE, RIGHT INTO IYER'S HANDS—
OOH! IT'S AN OLD LETTER. HE'S READING FROM AND PRETENDING TO DICTATE. HEE HEE!
THE GAME WAS UP! BUT SOON JRD LEARNT TO THINK, WRITE AND DICTATE IN ENGLISH AS WELL AS IN HIS MOTHER TONGUE, FRENCH.

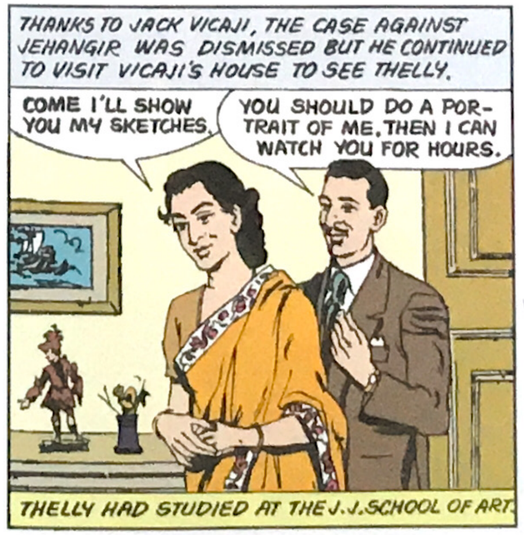

BUT IN HIS PERSONAL RED LEATHER NOTEBOOK HE WROTE POEMS OF HIS FAVOURITE FRENCH AND ENGLISH POETS.
O Mort, vieux capitaine, il est temps! Levons l'ancre
Ce pays nous ennuie, ô Mort! Appareillons!
Si le ciel et la mer sont noirs comme de l'encre
Nos cœurs, que tu connais sont remplis de rayons
Verse nous ton poison pour qu'il nous réconforte
Nous voulons, tant ce feu nous brûle le cerveau
Plonger au fond du gouffre, Enfer ou Ciel, qu'importe
Au fond de l'inconnu pour trouver du nouveau
Baudelaire
(Le voyage – Les Fleurs du Mal)
To be kind to all, to like many and love
a few, to be needed and wanted by those we love,
is the nearest we can come to happiness.

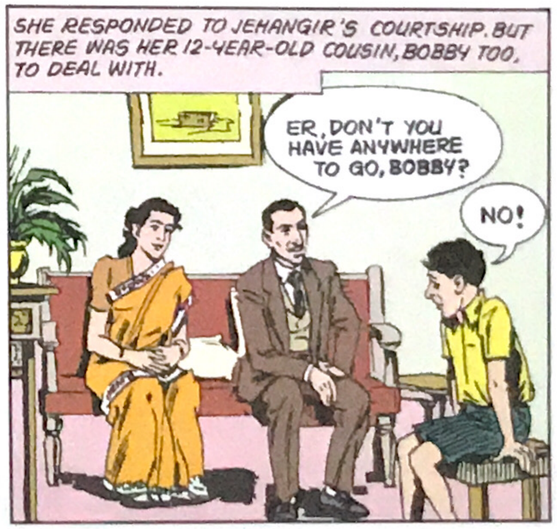

WHAT JRD LOVED DOING BEST WAS RACING ROUND BOMBAY IN HIS BLUE BUGATTI WITH HIS FRIENDS.
I'LL REACH YOU TO POONA IN TWO HOURS! HANG ON, ZAL!
BUT IT IS 120 MILES AWAY. YOU LOVE LIVING DANGEROUSLY, DON'T YOU?

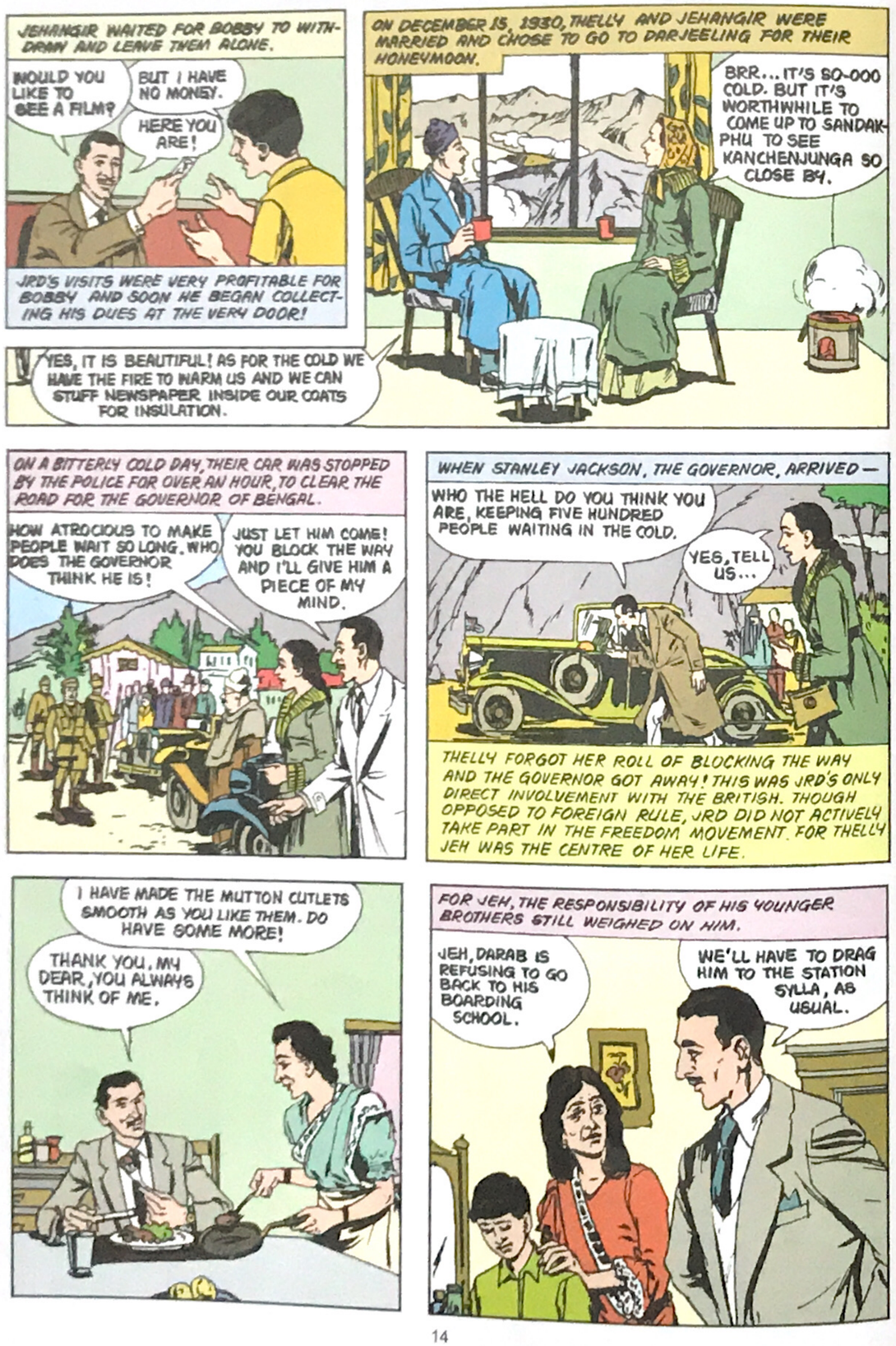

UNFORTUNATELY, THE BOMBAY POLICE TOOK A SPECIAL INTEREST IN THE CAR AND MANAGED TO FRAME JEHANGIR IN AN ACCIDENT.
LOOK AT THAT ACCIDENT. YOU TWO WERE RACING ALONG PEDDAR ROAD. WE HAVE TO FILE A CHARGE AGAINST YOU.
BUT I JUST GOT HERE, CRUISING ALONG. I WAS NOT EVEN HERE WHEN THE ACCIDENT OCCURRED!

BUT THE POLICE DID NOT WANT TO MISS THE CHANCE. JEHANGIR SET OUT TO FIND THE BEST CRIMINAL LAWYER—JACK VICAJI.
I WAS ADVISED TO SEEK YOUR COUNSEL, SIR...

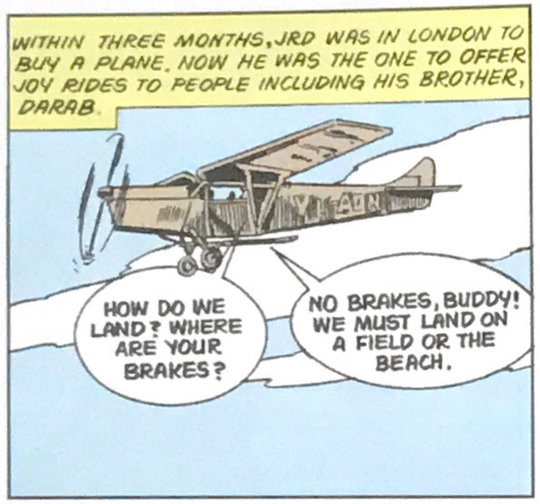

IT WAS THEN THAT ANOTHER ACCIDENT OCCURRED.
WHAT A BEAUTIFUL WOMAN! I WONDER WHO SHE IS!
HELLO! I'M THELMA. THELLY FOR SHORT.

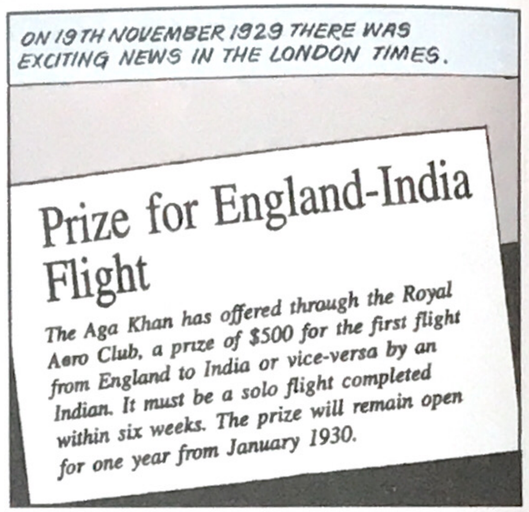

THANKS TO JACK VICAJI, THE CASE AGAINST JEHANGIR WAS DISMISSED BUT HE CONTINUED TO VISIT VICAJI'S HOUSE TO SEE THELLY.
COME I'LL SHOW YOU MY SKETCHES.
YOU SHOULD DO A PORTRAIT OF ME. THEN I CAN WATCH YOU FOR HOURS.
THELLY HAD STUDIED AT THE J.J. SCHOOL OF ART.

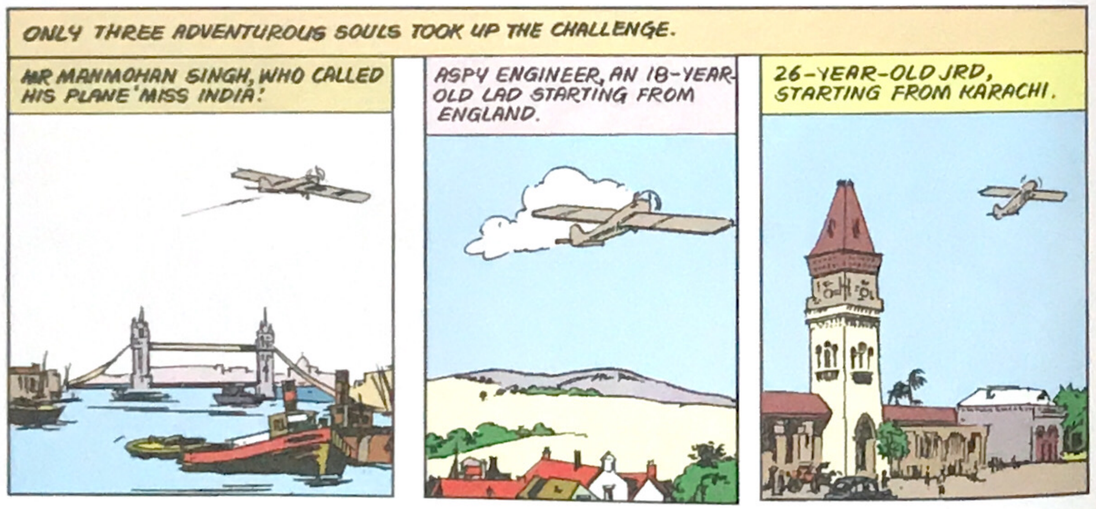

SHE RESPONDED TO JEHANGIR'S COURTSHIP. BUT THERE WAS HER 12-YEAR-OLD COUSIN, BOBBY TOO, TO DEAL WITH.
ER, DON'T YOU HAVE ANYWHERE TO GO, BOBBY?
NO!


JEHANGIR WAITED FOR BOBBY TO WITHDRAW AND LEAVE THEM ALONE.
WOULD YOU LIKE TO SEE A FILM?
BUT I HAVE NO MONEY.
HERE YOU ARE!
JRD'S VISITS WERE VERY PROFITABLE FOR BOBBY AND SOON HE BEGAN COLLECTING HIS DUES AT THE VERY DOOR!
ON DECEMBER 15, 1930, THELLY AND JEHANGIR WERE MARRIED AND CHOSE TO GO TO DARJEELING FOR THEIR HONEYMOON.
BRR... IT'S SO-OOO COLD. BUT IT'S WORTHWHILE TO COME UP TO SANDAKPHU TO SEE KANCHENJUNGA SO CLOSE BY.
YES, IT IS BEAUTIFUL! AS FOR THE COLD WE HAVE THE FIRE TO WARM US AND WE CAN STUFF NEWSPAPER INSIDE OUR COATS FOR INSULATION.
ON A BITTERLY COLD DAY, THEIR CAR WAS STOPPED BY THE POLICE FOR OVER AN HOUR, TO CLEAR THE ROAD FOR THE GOVERNOR OF BENGAL.
HOW ATROCIOUS TO MAKE PEOPLE WAIT SO LONG. WHO DOES THE GOVERNOR THINK HE IS!
JUST LET HIM COME! YOU BLOCK THE WAY AND I'LL GIVE HIM A PIECE OF MY MIND.
WHEN STANLEY JACKSON, THE GOVERNOR, ARRIVED —
WHO THE HELL DO YOU THINK YOU ARE, KEEPING FIVE HUNDRED PEOPLE WAITING IN THE COLD.
YES, TELL US...
THELLY FORGOT HER ROLL OF BLOCKING THE WAY AND THE GOVERNOR GOT AWAY! THIS WAS JRD'S ONLY DIRECT INVOLVEMENT WITH THE BRITISH. THOUGH OPPOSED TO FOREIGN RULE, JRD DID NOT ACTIVELY TAKE PART IN THE FREEDOM MOVEMENT. FOR THELLY JEH WAS THE CENTRE OF HER LIFE.
I HAVE MADE THE MUTTON CUTLETS SMOOTH AS YOU LIKE THEM. DO HAVE SOME MORE!
THANK YOU, MY DEAR, YOU ALWAYS THINK OF ME.
FOR JEH, THE RESPONSIBILITY OF HIS YOUNGER BROTHERS STILL WEIGHED ON HIM.
JEH, DARAB IS REFUSING TO GO BACK TO HIS BOARDING SCHOOL.
WE'LL HAVE TO DRAG HIM TO THE STATION SYLLA, AS USUAL.

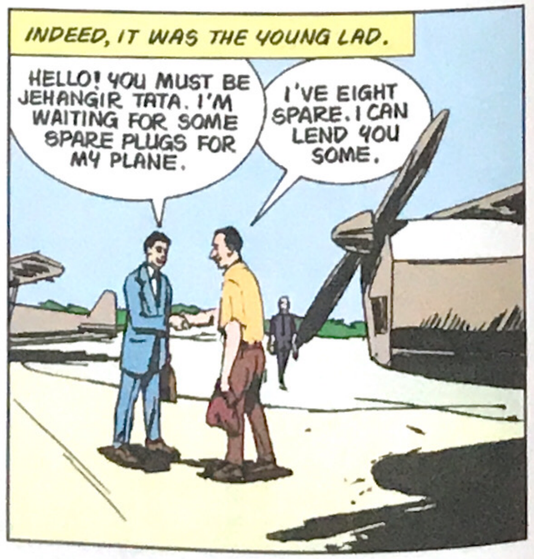
LITTLE JIMMY WAS A STRAPPING TEENAGER WITH BLOND HAIR AND AN ADVENTUROUS STREAK.
JEH, BOBBY AND I HAD A REAL LARK! WE STOLE A LIMOUSINE AND HAD A GREAT RIDE BUT WE KEPT IT BACK.
WHAT? A TATA HIJACKING A CAR! HOW DARE YOU!
TO CAJOLE HIS ELDER BROTHER, JIMMY LIFTED THE THIN JRD IN HIS ARMS AND BEGAN TO ROCK HIM.
YOU!!
JEHANGIR GAVE HIM SUCH A BLOW THAT JIMMY FELL FLAT.
JRD WAS SHOCKED AND REMORSEFUL.
O MON PETIT FRERE! O MY LITTLE BROTHER! WHAT HAVE I DONE TO YOU!
AFTER A WHILE, JIMMY RECOVERED, OPENED HIS EYES, AND JEHANGIR CONTINUED HIS SCOLDING!
HOW CAN YOU, A TATA BEHAVE THUS...
IN 1929 A FLYING CLUB WAS OPENED IN BOMBAY. AT ONCE JEHANGIR JOINED AND LEARNT TO FLY. TWELVE DAYS LATER HE RECEIVED HIS FLYING LICENCE.
HOW THRILLING IT IS TO RECEIVE THIS BLUE AND GOLD CERTIFICATE. IT'S NUMBER ONE IN INDIA.

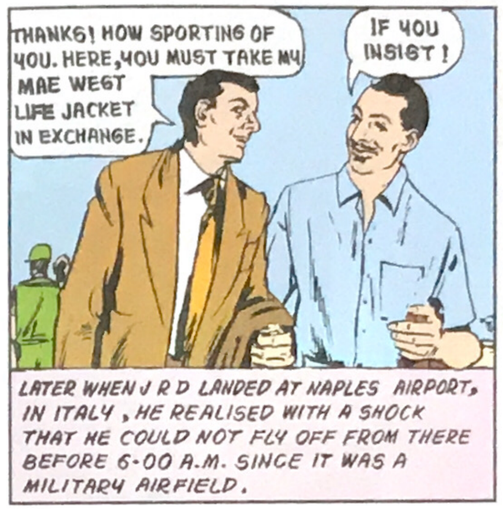

WITHIN THREE MONTHS, JRD WAS IN LONDON TO BUY A PLANE. NOW HE WAS THE ONE TO OFFER JOY RIDES TO PEOUPLE INCLUDING HIS BROTHER, DARAB.
HOW DO WE LAND? WHERE ARE YOUR BRAKES?
NO BRAKES, BUDDY! WE MUST LAND ON A FIELD OR THE BEACH.


ON 19TH NOVEMBER 1929 THERE WAS EXCITING NEWS IN THE LONDON TIMES.
Prize for England-India Flight
The Aga Khan has offered through the Royal Aero Club, a prize of $500 for the first flight from England to India or vice-versa by an Indian. It must be a solo flight completed within six weeks. The prize will remain open for one year from January 1930.


ONLY THREE ADVENTUROUS SOULS TOOK UP THE CHALLENGE.
MR MANMOHAN SINGH, WHO CALLED HIS PLANE 'MISS INDIA'.
ASPY ENGINEER, AN 18-YEAR-OLD LAD STARTING FROM ENGLAND.
26-YEAR-OLD JRD, STARTING FROM KARACHI.

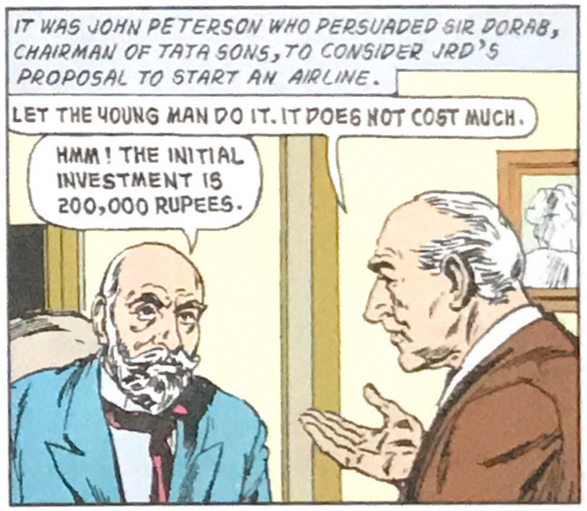
JRD TOOK OFF FROM KARACHI ON 3RD MAY, 1930, AND VIA GWADAR, JASK, BASRA, AND GAZA — WHERE HE MET MANMOHAN SINGH — LANDED AT ALEXANDRIA.
OH, THERE'S ANOTHER MOTH PARKED THERE. IT MUST BE ASPY ENGINEER, THE THIRD CONTESTANT.

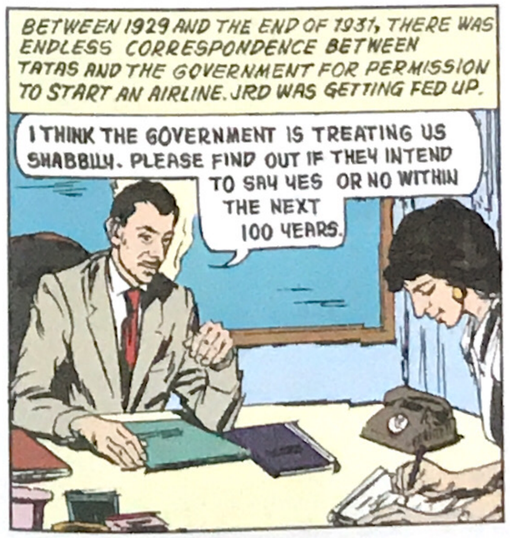

INDEED, IT WAS THE YOUNG LAD.
HELLO! YOU MUST BE JEHANGIR TATA. I'M WAITING FOR SOME SPARE PLUGS FOR MY PLANE.
I'VE EIGHT SPARE. I CAN LEND YOU SOME.


THANKS! HOW SPORTING OF YOU. HERE, YOU MUST TAKE MY MAE WEST LIFE JACKET IN EXCHANGE.
IF YOU INSIST!
LATER WHEN J R D LANDED AT NAPLES AIRPORT, IN ITALY, HE REALISED WITH A SHOCK THAT HE COULD NOT FLY OFF FROM THERE BEFORE 6-00 A.M. SINCE IT WAS A MILITARY AIRFIELD.

BY THE TIME JRD REACHED PARIS ASPI HAD LANDED IN KARACHI. WHEN JRD RETURNED TO INDIA ASPI WAS AT THE AIRPORT TO WELCOME HIM WITH A TROOP OF SCOUTS AND A MEDAL.
HOW GALLANT OF YOU! I'M TOUCHED!

BUT FLYING WAS NOT JUST AN ADVENTURE FOR JRD WITH NEVILL VINTCENT OF THE ROYAL AIR FORCE, HE WAS PLANNING AHEAD.
THE IMPERIAL SERVICE OF ENGLAND PLANS TO START A FLIGHT FROM LONDON TO KARACHI.
WE SHOULD PROPOSE TO START A FLIGHT FROM KARACHI TO BOMBAY.


IT WAS JOHN PETERSON WHO PERSUADED SIR DORAB, CHAIRMAN OF TATA SONS, TO CONSIDER JRD'S PROPOSAL TO START AN AIRLINE.
LET THE YOUNG MAN DO IT. IT DOES NOT COST MUCH.
HMM! THE INITIAL INVESTMENT IS 200,000 RUPEES.


BETWEEN 1929 AND THE END OF 1931, THERE WAS ENDLESS CORRESPONDENCE BETWEEN TATAS AND THE GOVERNMENT FOR PERMISSION TO START AN AIRLINE. JRD WAS GETTING FED UP.
I THINK THE GOVERNMENT IS TREATING US SHABBILY. PLEASE FIND OUT IF THEY INTEND TO SAY YES OR NO WITHIN THE NEXT 100 YEARS.

AS SOON AS GOVERNMENT APPROVAL WAS RECEIVED JRD WENT TO ENGLAND TO PURCHASE TWO PUSS MOTHS.
HOW DO YOU PROPOSE TO TAKE THEM?
I'LL FLY ONE BACK MYSELF.

JRD AND THELLY FLEW TO NAPLES EN ROUTE TO INDIA IN THE BRAND NEW PLANE.

OH DEAR! YOUR FOREHEAD IS SO HOT!

IT MUST BE ALL THE EXCITEMENT!

BUT JRD WAS SUFFERING FROM HIGH FEVER AND HAD TO RETURN BY SHIP.

WHAT ON EARTH IS THAT?

MY BAGGAGE! ALL YOU NEED TO DO IS FOLD UP THE WINGS AND STRAP IT ON THE DECK.

AT BOMBAY, THE 'BAGGAGE' WAS UNLOADED AND TRANSPORTED BY BULLOCK CART TO JUHU MUD FLATS.

ON AN EXCITING MORNING ON OCTOBER 15, 1932, JEHANGIR SOARED JOYFULLY FROM KARACHI WITH THE FIRST PRECIOUS LOAD OF MAIL.

FLYING AGAINST HEAD WINDS AT A DAZZLING SPEED OF A HUNDRED MILES AN HOUR, HE REACHED AHMEDABAD.

HERE'S THE AHMEDABAD MAIL.

BURMAH SHELL

TATA AIRLINES

AT 1-50 P.M. HE TOUCHED DOWN AT BOMBAY WHERE THE POSTMASTER OF BOMBAY HAD COME TO RECEIVE THE MAIL. ALSO PRESENT WERE THELLY AND NEVILL VINTCENT.

WITHIN MINUTES OF HIS LANDING, NEVILL VINTCENT CLIMBED ABOARD THE SECOND PUSS MOTH WITH MAIL FOR MADRAS AND BELLARY. TATA AIR MAIL SERVICE HAD STARTED.

THERE WAS NO AERODROME AT BOMBAY, NO NAVIGATION OR LANDING GEAR AND NO RADIO. YET, THE TATA AIR MAIL SERVICE WAS ALWAYS PUNCTUAL.

IMPERIAL AIRWAYS OF BRITAIN IS SO IMPRESSED WITH OUR 100% PUNCTUALITY THAT THEY FEEL THEY SHOULD SEND A TEAM HERE TO LEARN FROM US!

TATA AIRLINES MADE A PROFIT AND BEGAN TO EXPAND BUT IT WAS TOUGH DURING THE MONSOONS. ONE NIGHT, JRD MADE A FORCED LANDING AT BELLARY EN ROUTE TO BOMBAY.

NOT A SOUL HERE! I'LL HAVE TO SLEEP UNDER THE WING TONIGHT.

IN 1936, THE ALL UP EMPIRE MAIL SERVICE WAS LAUNCHED AND TATA AIRLINES MADE A LOT OF MONEY CARRYING MAIL. OCCASIONALLY A PASSENGER WAS ALLOWED.

WOW! THIS IS BUMPY!

YOU HAVE TO BE HEAD OVER HEELS IN LOVE WITH FLYING TO BE HERE!

JIMMY WHO WAS AN EXCELLENT FLYER WAS KILLED IN A PLANE CRASH IN 1936 WHILE FLYING WITH HIS FRIEND. HIS DEATH WAS A BIG BLOW TO JRD.

I HAD SO MANY PLANS FOR HIM.

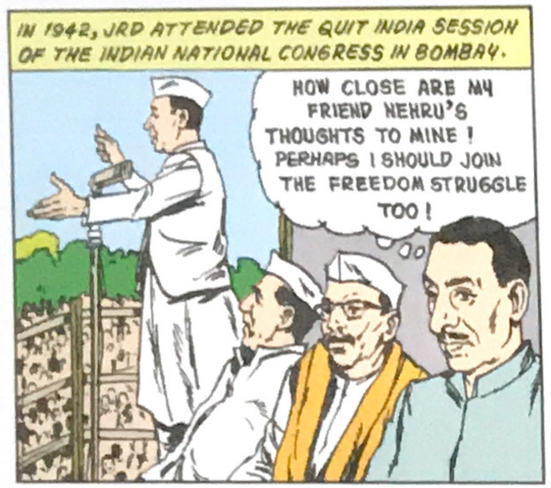
IN 1938, SIR NOWROJI SAKLATVALA, CHAIRMAN OF TATA SONS, EXPIRED. AT THE AGE OF 34, JRD BECAME THE HEAD OF THE HOUSE OF TATA.

WHAT MADE THE DIRECTORS CHOOSE YOU AS CHAIRMAN OF INDIA'S LARGEST INDUSTRIAL EMPIRE?

IT WAS IN A MOMENT OF MENTAL ABERRATION, I THINK!

PRESS

CHAIRMAN

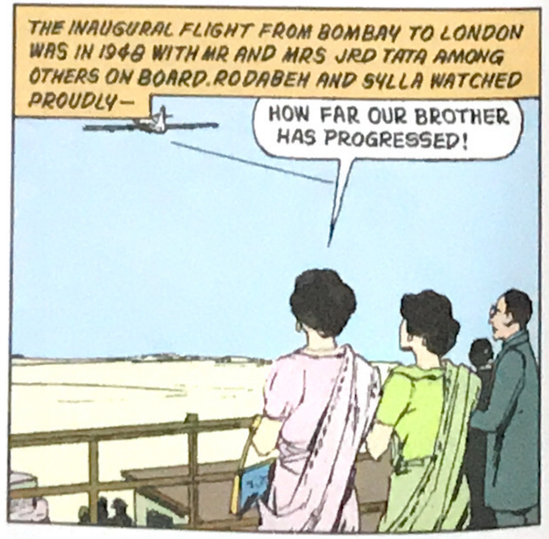

IN 1942, JRD ATTENDED THE QUIT INDIA SESSION OF THE INDIAN NATIONAL CONGRESS IN BOMBAY.
HOW CLOSE ARE MY FRIEND NEHRU'S THOUGHTS TO MINE ! PERHAPS I SHOULD JOIN THE FREEDOM STRUGGLE TOO !

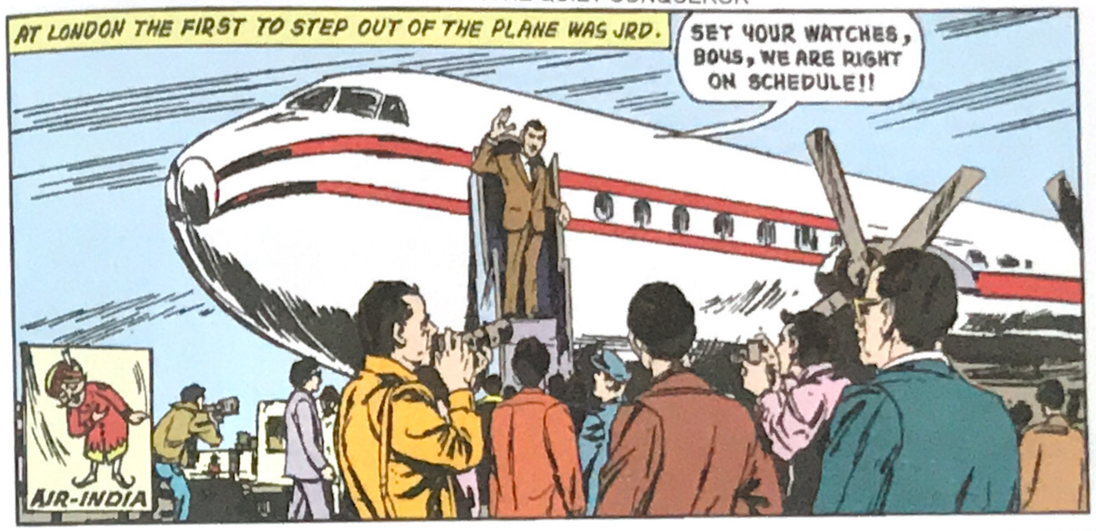
HE WAS TORN BETWEEN HIS RESPONSIBILITY TO TATAS AND PARTICIPATION IN THE FREEDOM STRUGGLE.
NO, I CANNOT DESERT THE HEAVY RESPONSIBILITY ENTRUSTED TO ME. I MUST STAY OUT OF POLITICS.
J.N.TATA

HE FELT HE COULD DO MORE FOR THE COUNTRY IN BUSINESS AND INDUSTRY.
I THINK LEADING MEN OF INDUSTRY SHOULD MEET AND PLAN FOR THE FUTURE OF THE COUNTRY.

INVITING G.D. BIRLA, SIR SHRI RAM, KASTURBHAI LALBHAI AND SIR PURSHOTTAMDAS THAKURDAS, HE SPEARHEADED THE BOMBAY PLAN ANNOUNCED IN JANUARY '44.
THE TATA-BIRLA PLAN OR BOMBAY PLAN SUGGESTS A 10,000 CRORE INVESTMENT IN POWER, MINING, ROADS, RAILWAYS...

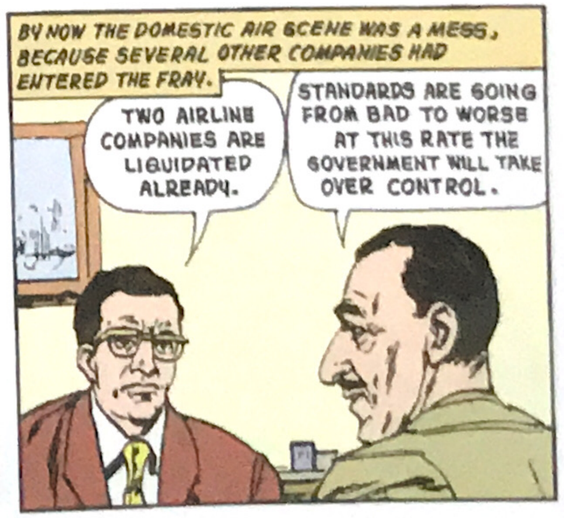
BY 1947, THE AGE OF PASSENGER TRAVEL ARRIVED IN INDIA. A JOINT VENTURE BETWEEN THE GOVERNMENT AND TATA-AIR INDIA INTERNATIONAL WAS STARTED.
WE MUST SET UP A SYSTEM FOR AN INTERNATIONAL CARRIER.

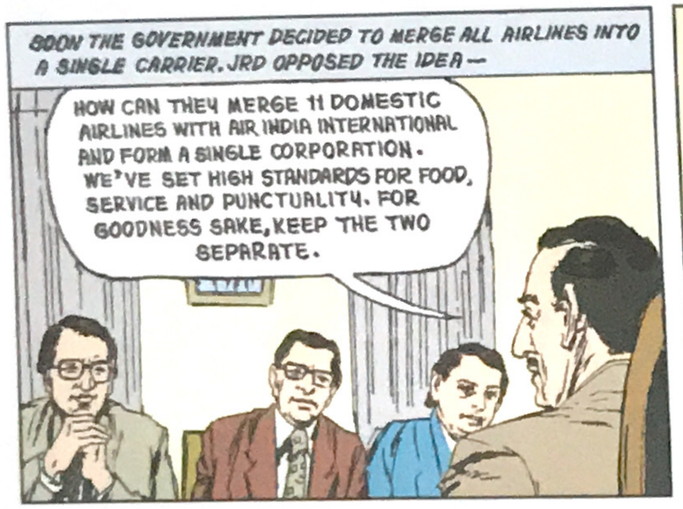

THE INAUGURAL FLIGHT FROM BOMBAY TO LONDON WAS IN 1948 WITH MR AND MRS JRD TATA AMONG OTHERS ON BOARD. RODABEH AND SYLLA WATCHED PROUDLY—
HOW FAR OUR BROTHER HAS PROGRESSED!

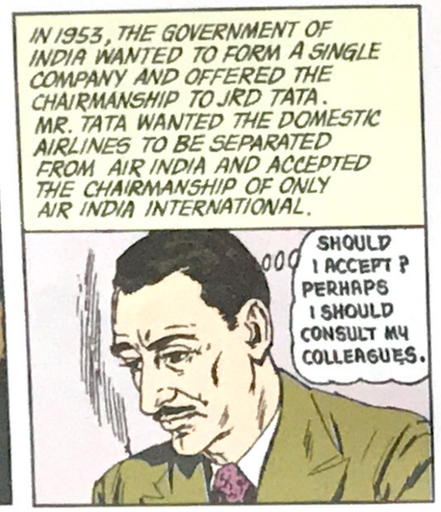

AT LONDON THE FIRST TO STEP OUT OF THE PLANE WAS JRD.
SET YOUR WATCHES, BOYS, WE ARE RIGHT ON SCHEDULE!!
AIR-INDIA

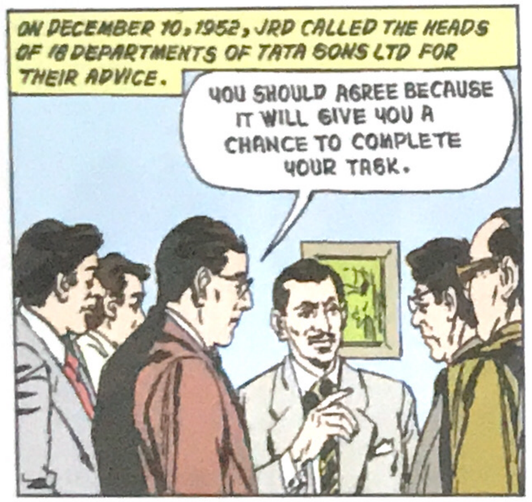
AFTER THE EXHILARATING EXPERIENCE CAME THE ONEROUS BUSINESS OF RUNNING AN INTERNATIONAL AIRLINE.
WE MUST HAVE SOMETHING UNIQUE TO OFFER OUR TRAVELLERS.
THOUGH NOT A FULL-TIME CHAIRMAN, JRD WAS FULLY INVOLVED WITH IT.

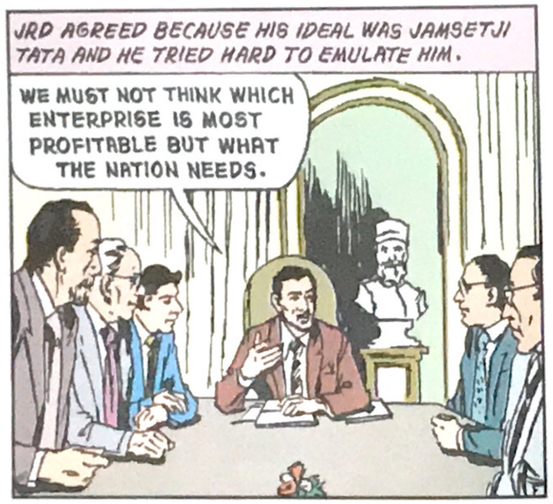
WHENEVER HE TRAVELLED ABOARD AIR INDIA, JRD MADE COPIOUS NOTES TO SUGGEST IMPROVEMENTS IN SERVICE.
SEATS SHOULD RECLINE MORE .... BREAKFAST SHOULD BE SERVED PIPING HOT... PUT OVERHEAD LIGHT ON WHILE SERVING MEALS ....

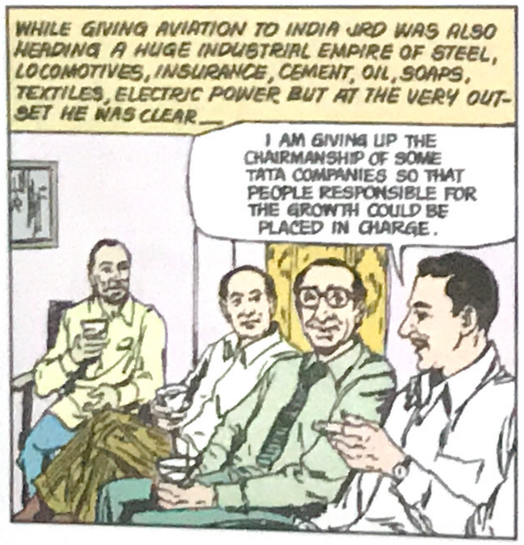

BY NOW THE DOMESTIC AIR SCENE WAS A MESS, BECAUSE SEVERAL OTHER COMPANIES HAD ENTERED THE FRAY.
TWO AIRLINE COMPANIES ARE LIQUIDATED ALREADY.
STANDARDS ARE GOING FROM BAD TO WORSE AT THIS RATE THE GOVERNMENT WILL TAKE OVER CONTROL.


SOON THE GOVERNMENT DECIDED TO MERGE ALL AIRLINES INTO A SINGLE CARRIER. JRD OPPOSED THE IDEA —
HOW CAN THEY MERGE 11 DOMESTIC AIRLINES WITH AIR INDIA INTERNATIONAL AND FORM A SINGLE CORPORATION. WE'VE SET HIGH STANDARDS FOR FOOD, SERVICE AND PUNCTUALITY. FOR GOODNESS SAKE, KEEP THE TWO SEPARATE.

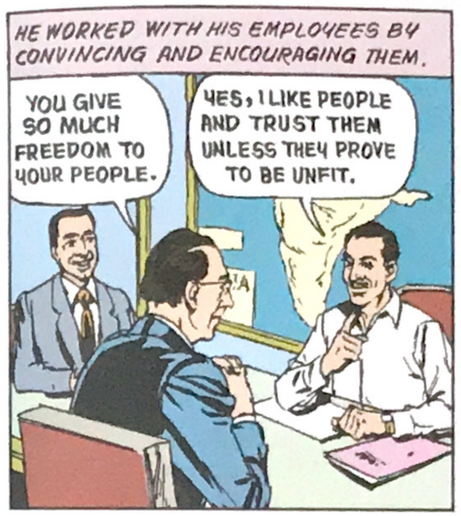

IN 1953, THE GOVERNMENT OF INDIA WANTED TO FORM A SINGLE COMPANY AND OFFERED THE CHAIRMANSHIP TO JRD TATA. MR. TATA WANTED THE DOMESTIC AIRLINES TO BE SEPARATED FROM AIR INDIA AND ACCEPTED THE CHAIRMANSHIP OF ONLY AIR INDIA INTERNATIONAL.
SHOULD I ACCEPT? PERHAPS I SHOULD CONSULT MY COLLEAGUES.

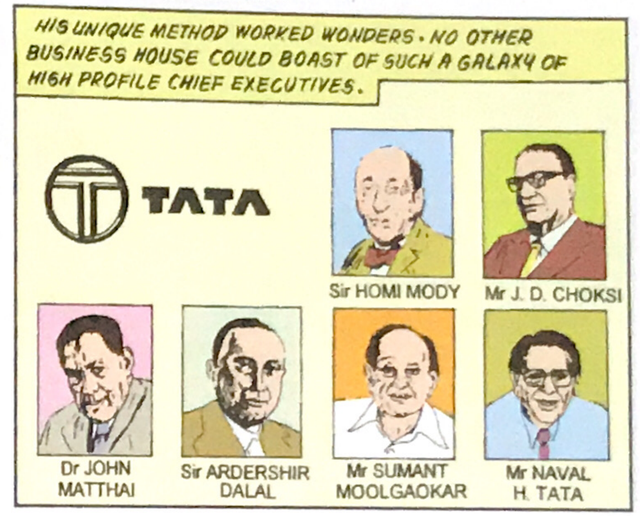

ON DECEMBER 10, 1952, JRD CALLED THE HEADS OF 18 DEPARTMENTS OF TATA SONS LTD FOR THEIR ADVICE.
YOU SHOULD AGREE BECAUSE IT WILL GIVE YOU A CHANCE TO COMPLETE YOUR TASK.

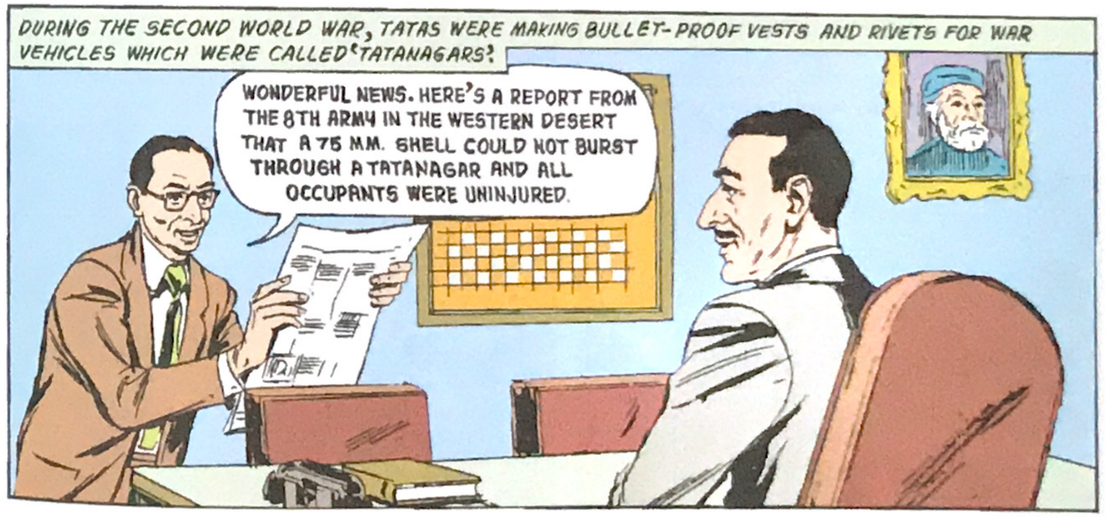

JRD AGREED BECAUSE HIS IDEAL WAS JAMSETJI TATA AND HE TRIED HARD TO EMULATE HIM.
WE MUST NOT THINK WHICH ENTERPRISE IS MOST PROFITABLE BUT WHAT THE NATION NEEDS.


WHILE GIVING AVIATION TO INDIA JRD WAS ALSO HEADING A HUGE INDUSTRIAL EMPIRE OF STEEL, LOCOMOTIVES, INSURANCE, CEMENT, OIL, SOAPS, TEXTILES, ELECTRIC POWER. BUT AT THE VERY OUTSET HE WAS CLEAR —
I AM GIVING UP THE CHAIRMANSHIP OF SOME TATA COMPANIES SO THAT PEOPLE RESPONSIBLE FOR THE GROWTH COULD BE PLACED IN CHARGE.

ONE POINT THAT NAGGED JRD'S MIND CONSTANTLY WAS HIS LACK OF FORMAL EDUCATION.
SULLA, IF ONLY OUR FATHER HAD ALLOWED ME TO GO TO ENGLAND TO BE AN ENGINEER... I ALWAYS FEEL INFERIOR TO MY COLLEAGUES.


HE WORKED WITH HIS EMPLOYEES BY CONVINCING AND ENCOURAGING THEM.
YOU GIVE SO MUCH FREEDOM TO YOUR PEOPLE.
YES, I LIKE PEOPLE AND TRUST THEM UNLESS THEY PROVE TO BE UNFIT.


HIS UNIQUE METHOD WORKED WONDERS. NO OTHER BUSINESS HOUSE COULD BOAST OF SUCH A GALAXY OF HIGH PROFILE CHIEF EXECUTIVES.
TATA
Sir HOMI MODY
Mr J. D. CHOKSI
Dr JOHN MATTHAI
Sir ARDERSHIR DALAL
Mr SUMANT MOOLGAOKAR
Mr NAVAL H. TATA


DURING THE SECOND WORLD WAR, TATAS WERE MAKING BULLET-PROOF VESTS AND RIVETS FOR WAR VEHICLES WHICH WERE CALLED 'TATANAGARS'.
WONDERFUL NEWS. HERE'S A REPORT FROM THE 8TH ARMY IN THE WESTERN DESERT THAT A 75 MM. SHELL COULD NOT BURST THROUGH A TATANAGAR AND ALL OCCUPANTS WERE UNINJURED.

FOR THE CONSIDERABLE SUPPORT OF TATAS IN THE WAR EFFORT, JRD WAS OFFERED A KNIGHTHOOD BUT HE DECLINED. HE ACCEPTED AN INVITATION TO VISIT EUROPE AND AMERICA IN MAY 1945 WITH OTHER LEADING INDUSTRIALISTS.
THIS IS AN EXCELLENT OPPORTUNITY TO STUDY INDUSTRIAL DEVELOPMENT ABROAD.

THE MISSION WAS VERY FRUITFUL.
WE NOW HAVE FIRST-HAND KNOWLEDGE OF THE SCOPE, NEED AND COMPLEXITIES OF MODERN INDUSTRIES AND THE NEED FOR MASSIVE SCIENTIFIC RESEARCH AND EDUCATION.

JUST A FEW MONTHS BEFORE THE TRIP JRD HAD INITIATED SETTING UP OF THE TATA INSTITUTE OF FUNDAMENTAL RESEARCH.

THIS INSTITUTION WAS TO BECOME THE CRADLE OF INDIA'S ATOMIC PROGRAMMES.

1945 WAS ALSO THE YEAR THAT TATA LAUNCHED TELCO THE TATA LOCOMOTIVE AND ENGINEERING COMPANY.*

WE MAKE 100 LOCOMOTIVES A YEAR WITH 98% INDIGENOUS PARTS.

BUT YOUR ONLY CUSTOMER IS THE RAILWAYS.

REALISING THE LIMITATION OF SUCH AN ARRANGEMENT, TATAS WENT INTO COLLABORATION WITH DAIMLER BENZ AND TATA TRUCKS BEGAN TO ROLL OUT OF TELCO.

TELCO

THE FIRST VEHICLE WAS MANUFACTURED FROM A COMPLETELY KNOCKED-DOWN-TO-PACK OF DAIMLER BENZ PARTS. TATAS THEN SET UP A FORGE, AND FOUNDRY SHOPS, TO MANUFACTURE ONE BY ONE THE PARTS INDIGENOUSLY.

TODAY SEVENTY PER CENT OF MEDIUM AND HEAVY COMMERCIAL VEHICLES ON INDIAN ROADS ARE MADE BY TELCO WHICH MANUFACTURES 99.8% OF THE PARTS.

IN THE MID-60S A SECOND UNIT OF TELCO WAS SET UP AT PUNE. TO BEGIN WITH THOUSANDS OF TREES WERE PLANTED AT WORKS AND AN ARTIFICIAL LAKE WAS CREATED.

MOOLGAOKAR, WHY DO YOU HAVE TO DO ALL THIS TO PRODUCE TRUCKS?

WE AT TATAS ARE NOT JUST PROUD OF MANUFACTURING TRUCKS OR PRODUCING STEEL, WE ARE EQUALLY PROUD OF OUR CONCERN FOR SOCIETY.

BY GIVING HIS TOP DIRECTORS FREEDOM TO GROW AND NURTURE THEIR COMPANIES, JRD WAS ENCOURAGING THEM TO BUILD AN EDIFICE FOR INDIA.

WE MUST GET ON WITH EACH INDIVIDUAL ACCORDING TO HIS CHARACTERISTICS EVEN IF IT MEANS SUPRESSING YOURSELF. TO BE A LEADER, YOU HAVE TO LEAD HUMAN BEINGS WITH AFFECTION.

* NOW TATA MOTORS

WHAT DO TRUCKS AND TEA HAVE IN COMMON? TATA! THE LARGEST TEA COMPANY IN THE WORLD IS TATA TEA WITH 51 ESTATES AND 57,000 WORKERS.

AT CHUNDAVURRAI, IN MUNNAR DISTRICT OF KERALA, IS THE LARGEST TEA FACTORY. IN THE ERNAKULAM NATIONAL PARK, THE RARE SPECIES OF IBEX-NILGIRIS, ARE ZEALOUSLY GUARDED BY TATA EMPLOYEES.

THE POPULATION OF IBEX HAS GONE UP BY 25 PERCENT.

GOOD! IT IS THE TATA TRADITION TO LOOK AFTER THE ENVIRONMENT.

IT WAS ALSO THE TATA TRADITION TO LOOK BEYOND BUSINESS TO HUMAN WELFARE.

WHY DO WE NEED A SPECIAL DEPARTMENT TO LOOK AFTER OUR EMPLOYEES' WELFARE?

THINK OF IT LIKE THIS. IF WE HAD 30,000 MACHINES WOULDN'T WE HAVE SPECIAL STAFF TO LOOK AFTER THEM? YES, WE DO NEED A PERSONNEL DEPARTMENT AT TATA'S.

HIS CONCERN WAS NOT RESTRICTED TO TATA EMPLOYEES.

EVERY ORGANISED INDUSTRY SHOULD IDENTIFY THE PROBLEMS OF THE PEOPLE IN THE COMMUNITY AND TRY TO SOLVE THEM.

WHENEVER THERE IS A NATIONAL DISASTER TATAS ARE AT HAND WITH HELP. WHEN CHOTANAGPUR (BIHAR) WAS STRUCK BY A SMALLPOX EPIDEMIC IN 1974 —

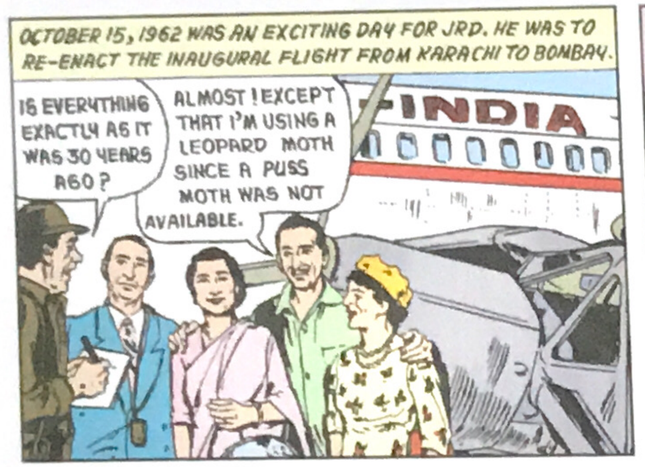
WITHIN 72 HOURS WE NEED TO HAVE 50 DOCTORS, 200 PARA MEDICAL STAFF AND 900 VACCINATORS.

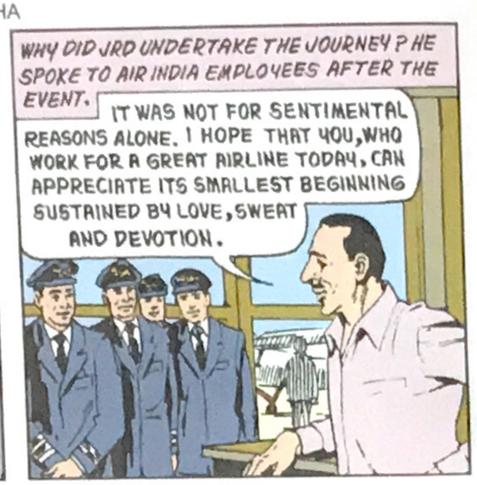
TOGETHER WITH THE WORLD HEALTH ORGANISATION, TATA TEAMS WORKED ROUND THE CLOCK.

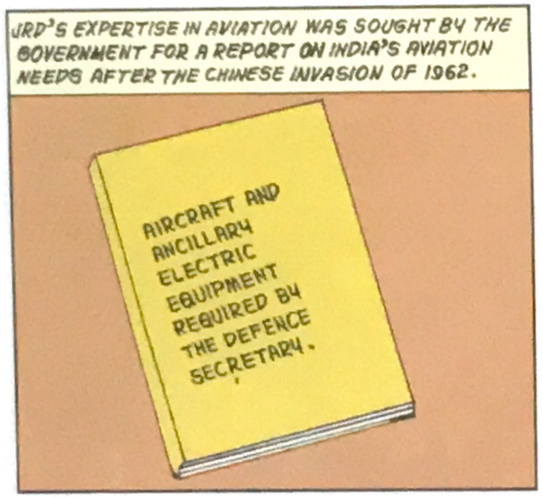
WHO HAS NOW DECLARED THE AREA UNDER CONTROL. BUT THEY WANT TO TACKLE SMALLPOX IN THE ENTIRE DIVISION. IT WILL COST 43 LAKHS MORE.

WE WILL SANCTION IT.

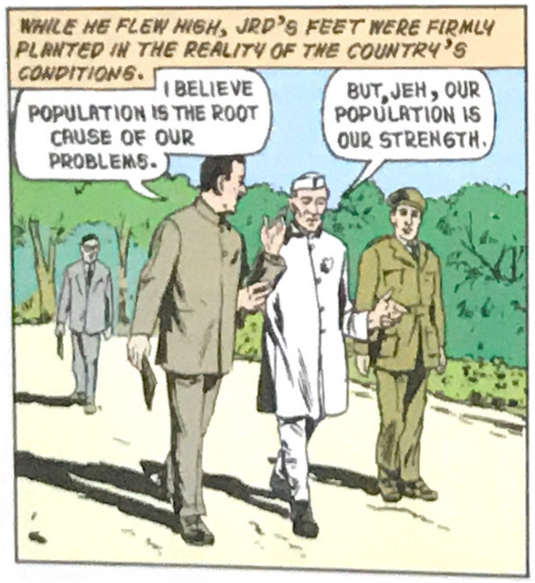
IN JUNE '75 INDIA WAS DECLARED AN AREA FROM WHICH SMALL POX WAS ERADICATED.

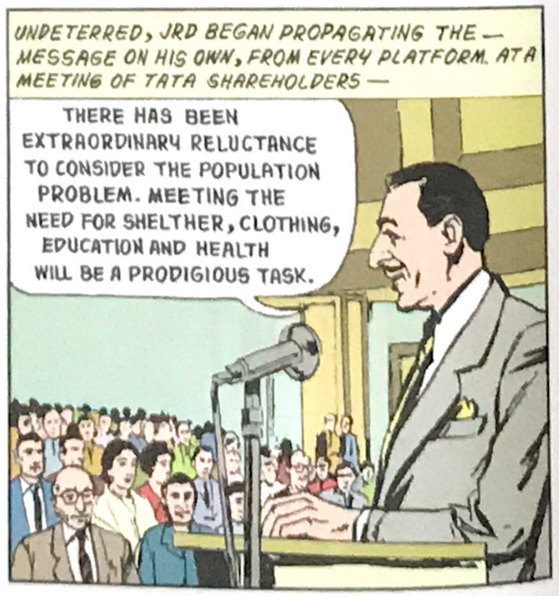

OCTOBER 15, 1962 WAS AN EXCITING DAY FOR JRD. HE WAS TO RE-ENACT THE INAUGURAL FLIGHT FROM KARACHI TO BOMBAY.
IS EVERYTHING EXACTLY AS IT WAS 30 YEARS AGO?
ALMOST! EXCEPT THAT I'M USING A LEOPARD MOTH SINCE A PUSS MOTH WAS NOT AVAILABLE.
INDIA

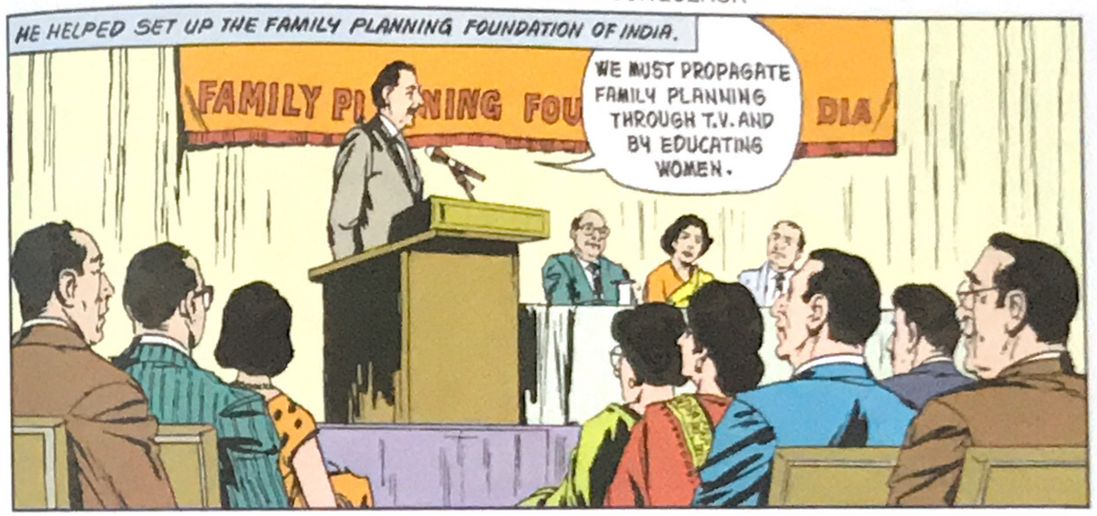

WHY DID JRD UNDERTAKE THE JOURNEY? HE SPOKE TO AIR INDIA EMPLOYEES AFTER THE EVENT.
IT WAS NOT FOR SENTIMENTAL REASONS ALONE. I HOPE THAT YOU, WHO WORK FOR A GREAT AIRLINE TODAY, CAN APPRECIATE ITS SMALLEST BEGINNING SUSTAINED BY LOVE, SWEAT AND DEVOTION.

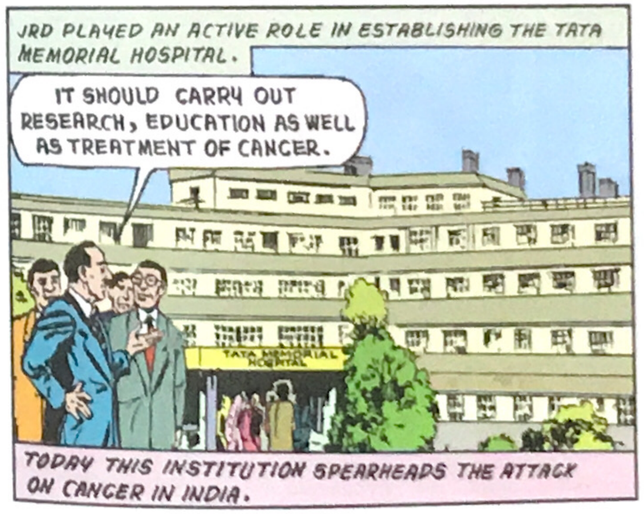

JRD'S EXPERTISE IN AVIATION WAS SOUGHT BY THE GOVERNMENT FOR A REPORT ON INDIA'S AVIATION NEEDS AFTER THE CHINESE INVASION OF 1962.
AIRCRAFT AND ANCILLARY ELECTRIC EQUIPMENT REQUIRED BY THE DEFENCE SECRETARY.

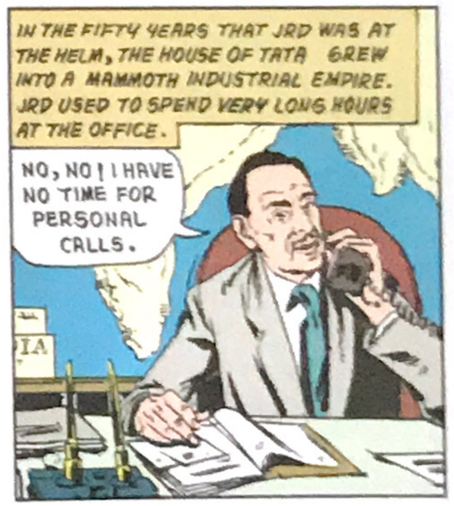
IN 1966 JRD WAS CONFERRED THE HONORARY RANK OF AIR COMMODORE.
I'M SURE YOUR ELEVATION TO THE RANK WILL BE APPRECIATED BY ALL ENTHUSIASTS OF AVIATION.
THANK YOU, AIR MARSHAL ARJAN SINGH.


WHILE HE FLEW HIGH, JRD'S FEET WERE FIRMLY PLANTED IN THE REALITY OF THE COUNTRY'S CONDITIONS.
I BELIEVE POPULATION IS THE ROOT CAUSE OF OUR PROBLEMS.
BUT, JEH, OUR POPULATION IS OUR STRENGTH.

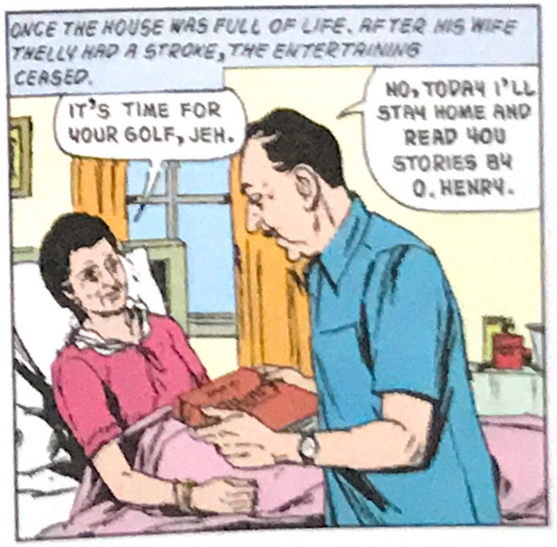

UNDETERRED, JRD BEGAN PROPAGATING THE — MESSAGE ON HIS OWN, FROM EVERY PLATFORM. AT A MEETING OF TATA SHAREHOLDERS —
THERE HAS BEEN EXTRAORDINARY RELUCTANCE TO CONSIDER THE POPULATION PROBLEM. MEETING THE NEED FOR SHELTHER, CLOTHING, EDUCATION AND HEALTH WILL BE A PRODIGIOUS TASK.


HE HELPED SET UP THE FAMILY PLANNING FOUNDATION OF INDIA.
FAMILY PLANNING FOUNDATION OF INDIA
WE MUST PROPAGATE FAMILY PLANNING THROUGH T.V. AND BY EDUCATING WOMEN.


JRD PLAYED AN ACTIVE ROLE IN ESTABLISHING THE TATA MEMORIAL HOSPITAL.
IT SHOULD CARRY OUT RESEARCH, EDUCATION AS WELL AS TREATMENT OF CANCER.
TATA MEMORIAL HOSPITAL
TODAY THIS INSTITUTION SPEARHEADS THE ATTACK ON CANCER IN INDIA.


IN THE FIFTY YEARS THAT JRD WAS AT THE HELM, THE HOUSE OF TATA GREW INTO A MAMMOTH INDUSTRIAL EMPIRE. JRD USED TO SPEND VERY LONG HOURS AT THE OFFICE.
NO, NO! I HAVE NO TIME FOR PERSONAL CALLS.

BUT THE HEAD OF THIS EMPIRE CHOSE TO LIVE IN A RENTED HOME.


ONCE THE HOUSE WAS FULL OF LIFE. AFTER HIS WIFE THELLY HAD A STROKE, THE ENTERTAINING CEASED.
IT'S TIME FOR YOUR GOLF, JEH.
NO, TODAY I'LL STAY HOME AND READ YOU STORIES BY O. HENRY.

JRD'S OWN SMALL ROOM DOUBLED UP AS HIS STUDY AND BEDROOM.

ISN'T THIS ROOM TOO SMALL FOR A PERSON LIKE YOU?

NO, I PREFER A COMPACT ROOM WHERE EVERYTHING IS ACCESSIBLE.

HIS FAVOURITE SPOT AT HOME, HOWEVER, WAS HIS WORKSHOP, WITH NEATLY ARRANGED SHELVES.

I MUST FINISH THE NOSEWHEEL JOB TODAY.

HE WAS EXECUTING AN ORDER FROM A 14 YEAR-OLD SON OF AN AMERICAN FRIEND. WHEN IT WAS DONE —

JRD HOME WORKSHOP INC.

WE HAVE TODAY DESPATCHED THE NOSE WHEEL ORDERED BY YOU FROM THE UNDERSIGNED FOR YOUR AIR INDIA SUPER CONSTELLATION MODEL AIRLINE. IF THE NOSE WHEEL DOES NOT FIT PROPERLY WE SUGGEST TWO ALTERNATIVES—EITHER YOU THROW AWAY BOTH THE PLANE AND THE NOSE WHEEL OR SEND BOTH BACK TO US. DELIVERY IN 24 MONTHS.

FAITHFULLY YOURS,

(JRD TATA)
PRESIDENT

THE BOY WROTE BACK —

UNCLE JEH, THE WHEEL LOOKS NICE ON THE AEROPLANE. THANK YOU FOR PUTTING SPRINGS IN THE WHEEL. I THINK YOU ARE VERY CLEVER TO MAKE IT.

APPRECIATION CAME IN OTHER FORMS ALSO TO JRD.

PADMA VIBHUSHAN — 1955

HONORARY AIR VICE MARSHAL — 1974

BHARAT RATNA — 1992

AND FROM ABROAD —

COMMANDER OF THE FRENCH LEGION OF HONOUR, 1983

DANIEL GUGGENHEM MEDAL AWARD, 1988

TONY JANNUS AWARD, 1979

BESSEMER MEDAL OF THE INSTITUTE OF METALS, LONDON, 1986

UN POPULATION AWARD, 1992

IT WAS ON 15TH OCTOBER 1982 THAT JRD PLANNED THE SECOND COMMEMORATIVE FLIGHT, DURING THE FIFTIETH YEAR.

50TH ANNIVERSARY

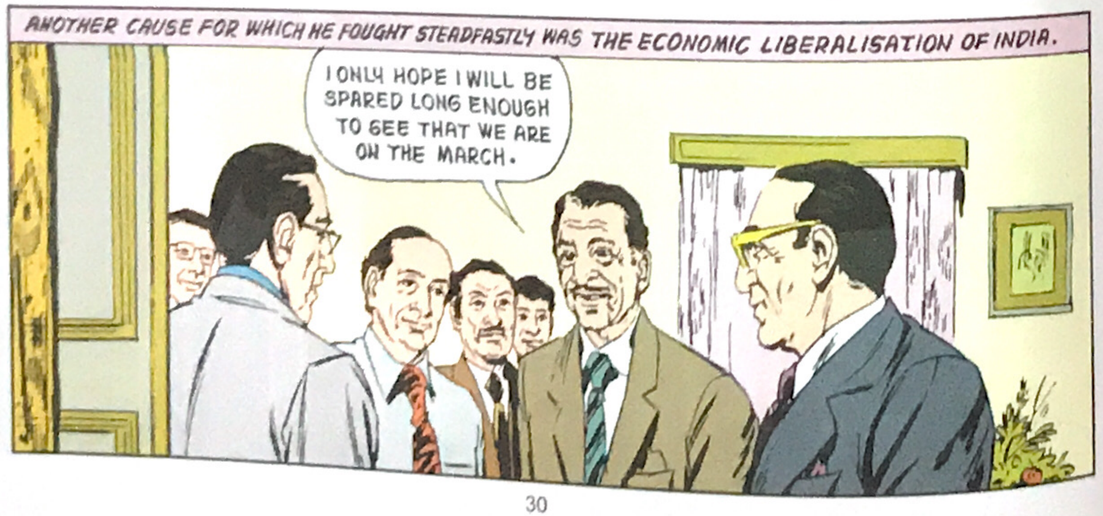
2000 EMPLOYEES OF TATA COMPANIES GAVE HIM A ROUSING RECEPTION TO CELEBRATE JRD RECEIVING THE BHARAT RATNA.

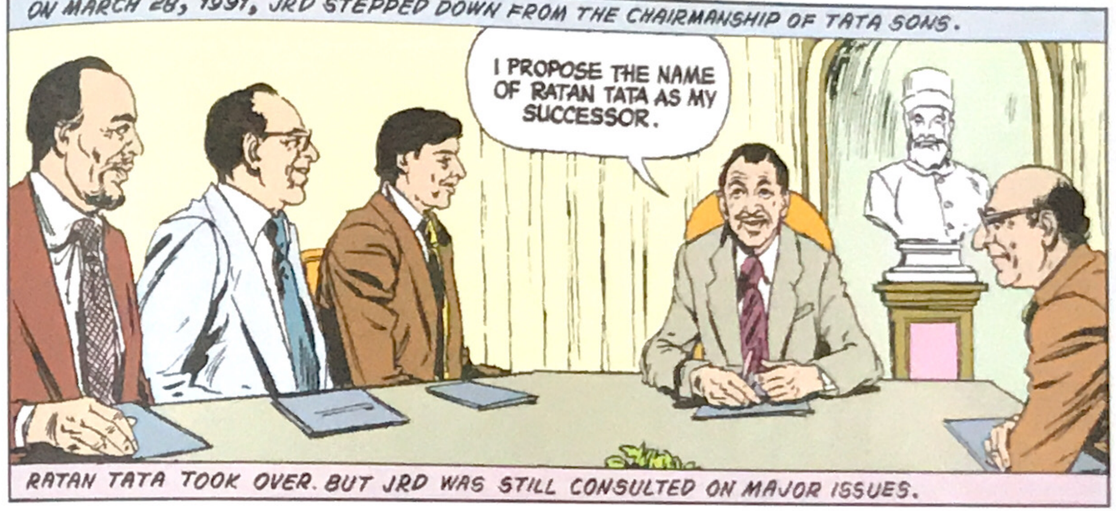
J.R.D. Tata

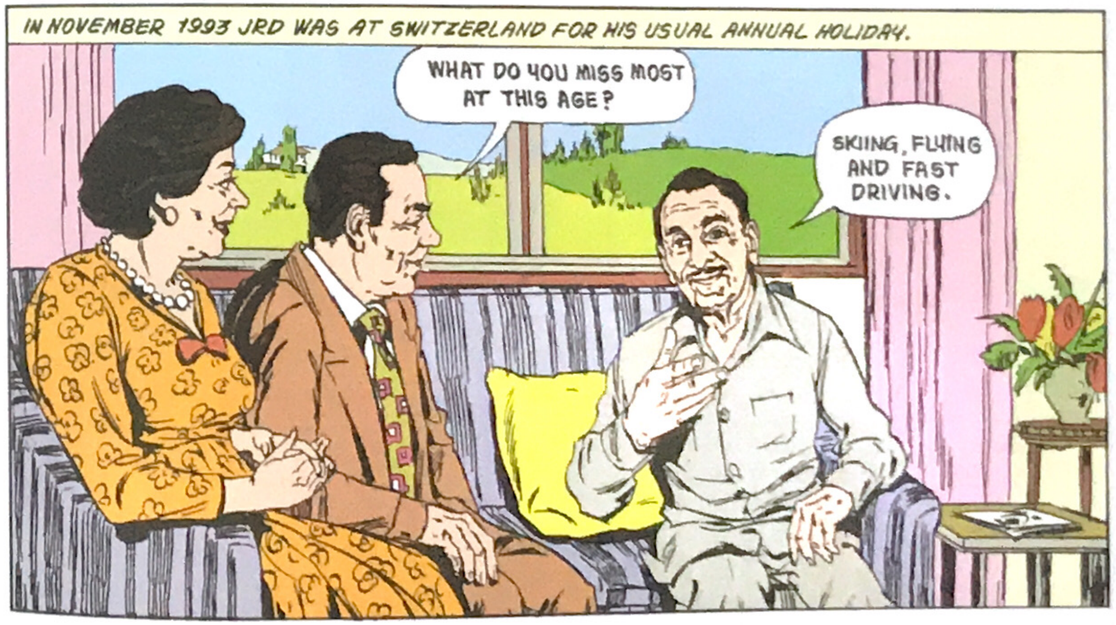
I'M GRATEFUL FOR THE LOVE AND AFFECTION. THE ONE THING THAT HAS MADE LIFE WORTHWHILE IS THE FEELING OF BEING ESTEEMED.

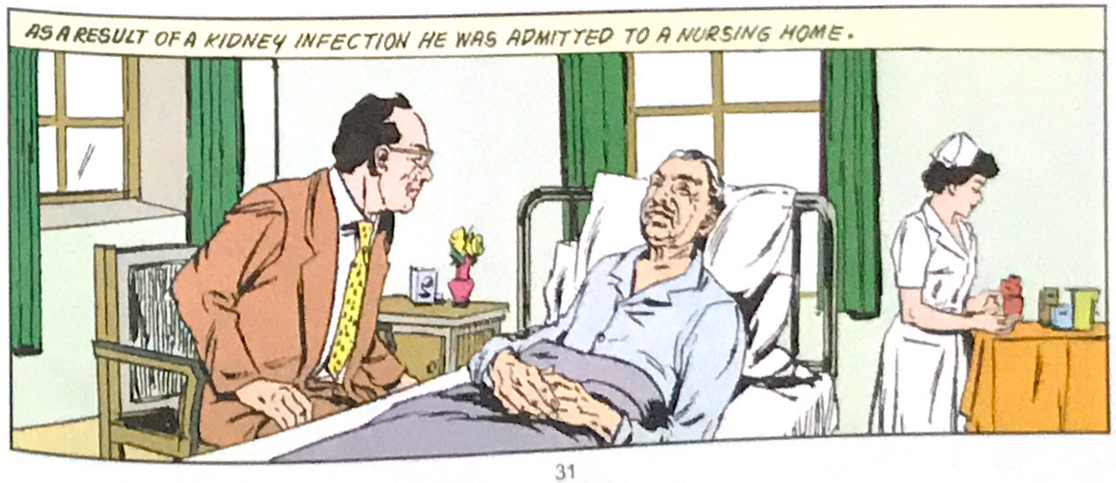
ADVANCING YEARS DID NOT DAMPEN HIS ZEST FOR ADVENTURE.
I CAN'T BELIEVE IT'S POSSIBLE FOR YOU TO SKI AT THE AGE OF 89.
WHY NOT ? I STARTED WHEN I WAS 41.

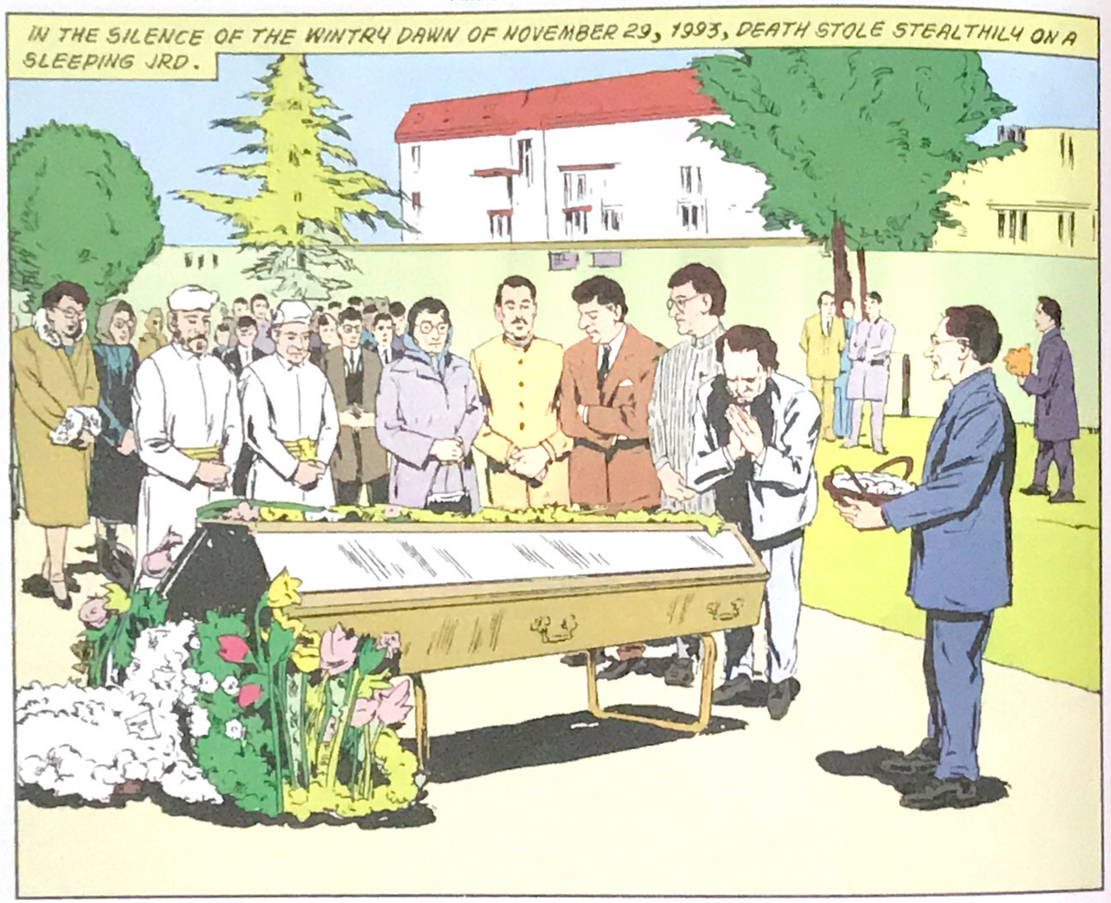
AT HEART HE WAS ALWAYS YOUNG. HE LOOKED FORWARD EAGERLY TO THE 21ST CENTURY AT THE AGE OF 87.
IMAGINE ! WE WILL BE ABLE TO TRAVEL FROM LONDON TO NEW YORK IN AN HOUR AND A HALF !

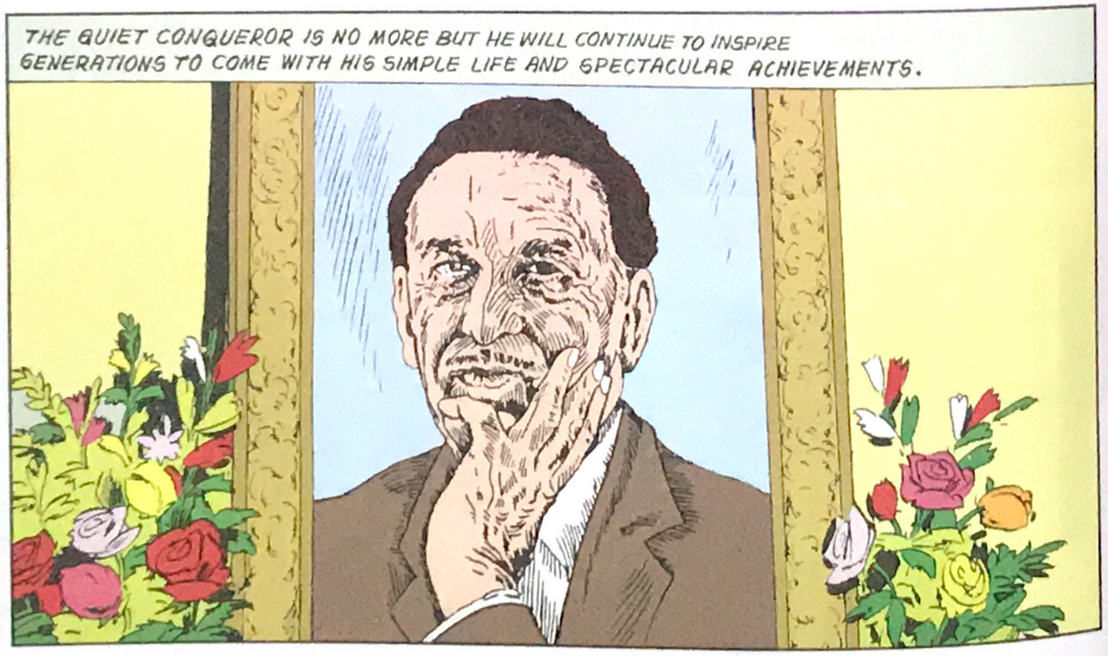

ANOTHER CAUSE FOR WHICH HE FOUGHT STEADFASTLY WAS THE ECONOMIC LIBERALISATION OF INDIA.
I ONLY HOPE I WILL BE SPARED LONG ENOUGH TO SEE THAT WE ARE ON THE MARCH.


ON MARCH 28, 1991, JRD STEPPED DOWN FROM THE CHAIRMANSHIP OF TATA SONS.
I PROPOSE THE NAME OF RATAN TATA AS MY SUCCESSOR.
RATAN TATA TOOK OVER. BUT JRD WAS STILL CONSULTED ON MAJOR ISSUES.


IN NOVEMBER 1993 JRD WAS AT SWITZERLAND FOR HIS USUAL ANNUAL HOLIDAY.
WHAT DO YOU MISS MOST AT THIS AGE ?
SKIING, FLYING AND FAST DRIVING.


AS A RESULT OF A KIDNEY INFECTION HE WAS ADMITTED TO A NURSING HOME.





WHICH OF THE ACKs HAVE YOU STILL NOT READ?

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